



New Hampshire
Department of Health and Human Services
Division for Children, Youth and Families
2015 – 2019
Child and Family Services Plan
2017 Annual Progress and Services Report
June 30, 2016

June 30, 2016

Nancy Pickett, Child Welfare Specialist
Administration for Children and Families: Region I
U.S. Department of Health and Human Services
JFK Building – 20th Floor
Boston, MA 02203

Dear Ms. Pickett:

On behalf of the New Hampshire Division for Children, Youth and Families, I am pleased to provide you with the Division for Children, Youth and Families' 2017 Annual Progress and Services Report (APSR) for the 2015-2019 Child and Family Services Plan, (CFSP). The CFSP was based on the outcomes of our 2010 Child and Family Services Review, our internal Case Practice Reviews, analysis of administrative data, feedback from staff, youth and families, and a variety of community stakeholders. The development of the CFSP focused on the successful implementation of our statewide Practice Model. This APSR provides updates on the continued implementation of New Hampshire's Practice Model and other key goals and initiatives outlined in the CFSP. The CFSP and subsequent APSRs can be viewed electronically through the following link:

<http://www.dhhs.nh.gov/dcyf/publications.htm>

The Division views the Child and Family Services Plan as a blueprint that has accelerated our ability to effectively serve the needs of children and families in our state.

If you have any questions about this comprehensive plan, please contact Michael Donati, Grants Administrator, at the number listed above.

Thank you for your continued support for this and New Hampshire Division for Children, Youth and Families' other family-centered initiatives.

Sincerely,

A handwritten signature in cursive script that reads "Lorraine Bartlett".

Lorraine Bartlett
Director

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NEW HAMPSHIRE DIVISION FOR CHILDREN, YOUTH AND FAMILIES 2017 ANNUAL PROGRESS AND SERVICES REPORT

Section 1: General Information / Introduction

STATE AGENCY ADMINISTERING PROGRAMS UNDER THIS PLAN

New Hampshire's public response to the safety, permanency, and well-being of children is framed in the Child Protection Act. This law mandates that New Hampshire's Department of Health and Human Services, acting through the Division for Children, Youth and Families (DCYF); respond to children and families affected by those factors that put children at risk of harm by abuse and neglect. The New Hampshire Division for Children, Youth and Families is the state agency responsible for Title IV-B programs under this plan.

Child Welfare and Child Protection are human service endeavors that require continuous self-assessment, critical review, and adaptation to new understandings of best practice, legal mandates, and collective social need. The 2015–2019 Child and Family Services Plan is a “living document” that provides purpose and direction, while being adaptive and responsive to the changing landscape of Child Welfare during this planning cycle, as well as ongoing recommendations from internal Quality Assurance processes, staff, families, and community stakeholders. The 2017 Annual Progress and Services Report (APSR) represents the second annual update on the progress the New Hampshire Division for Children, Youth and Families has made in achieving its goals set forth in the 2015-2019 Child and Family Services Plan.

Major Division Events During the Past Year

As the Division embarks upon continued achievement of the program goals related to the New Hampshire DCYF Child and Family Services Plan it is important to acknowledge the significant impact two major external events experienced by the Division for Children, Youth and Families in the past year. These two events have presented challenges and future opportunities for building and strengthening how the Division builds relationships and enhance its collaboration with the families and community stakeholders the Division works with.

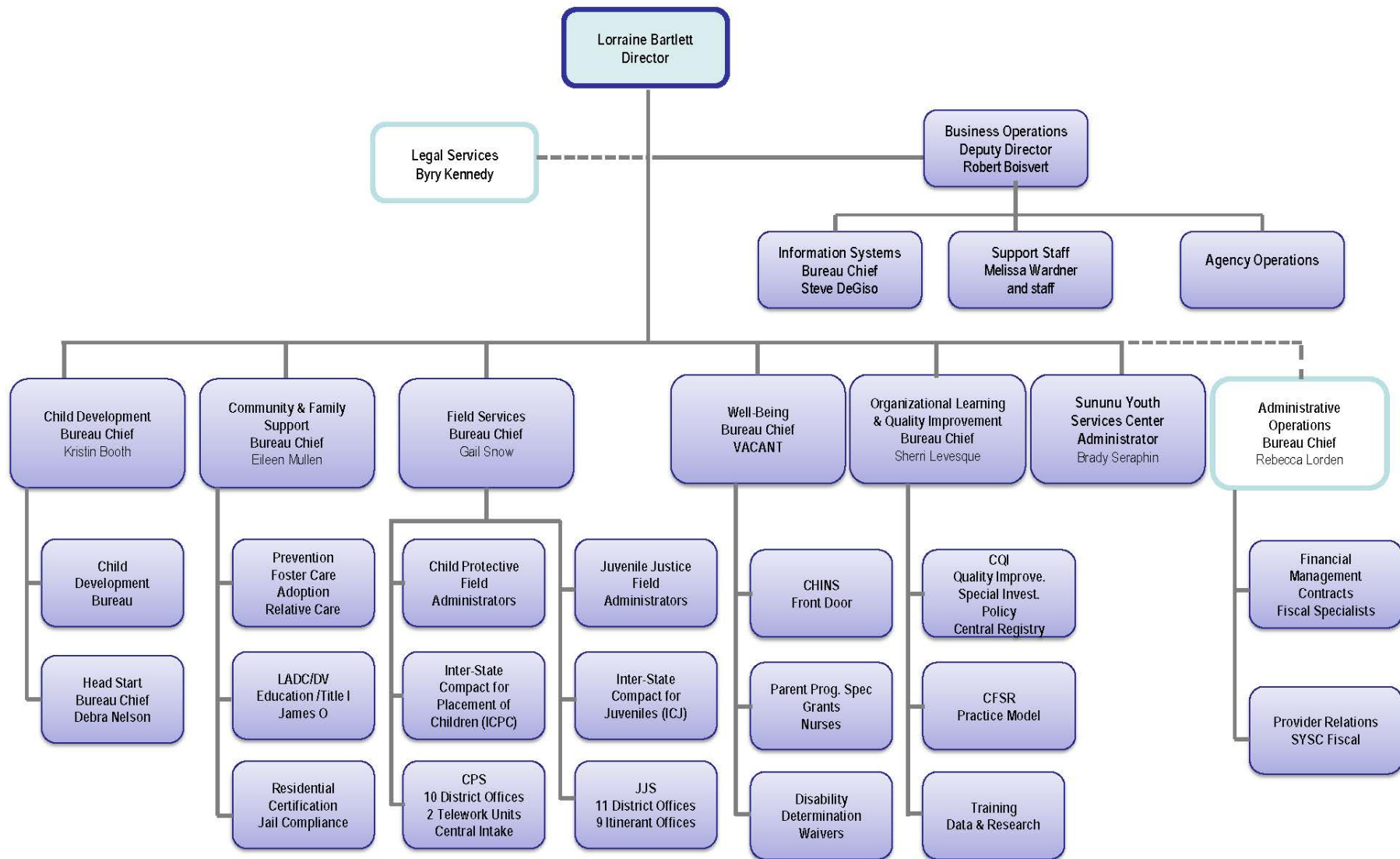
Subsequent to the submission of the current Child and Family Services Plan two major external events occurred in response to the untimely deaths of two children who died in 2014 and 2015. The first was when New Hampshire Governor Maggie Hassan signed into law Senate Bill (SB)

244 which created a Commission on Child Abuse Fatalities. This Commission was charged with reviewing state laws, rules and policies governing child abuse and neglect to identify gaps and recommend any changes to state law and practices deemed appropriate. Over the past year this Commission has heard testimony from law enforcement, medical professionals, community providers, and DCYF relative to the Division's policies and practices. In an effort to improve collaboration between law enforcement and DCYF four new legislative bills were proposed by the Commission and three were signed into law in mid-June 2016. In response to the community outcry for DCYF to provide extended services aimed at addressing safety for children the Division was asked to submit a proposal to the Commission to provide twenty-four hour, seven day per week coverage for the receipt of abuse and reports and for after-hours response to imminent danger situations involving a child. DCYF is currently in the throes of "standing up" an interim plan for these extended services.

The second major event occurred on October 2, 2015 when New Hampshire Governor Maggie Hassan issued an executive order that an independent comprehensive review of the Child Protective Services of the Division of Children Youth and Families (DCYF) be undertaken. The contract for this independent review was approved by the Executive Council in March 2016 and awarded to the Center for the Support of Families. The review was initiated in May and is expected to be completed by November 2016. It will include a comprehensive review of assessment and case files as well as interviews and surveys with internal staff, attorneys, administration and external stakeholders including parents, youth, CASA, Law Enforcement, the Court, and members of other groups identified by the Governor's Office as well as a review of Division policies, practices and workforce capacity.

Both of these events have caused DCYF to take a closer look at its workforce capacity as the Division moves forward in achieving the goals of the Child and Family Services Plan. The Division anticipates the recommendations from the independent review will inform the work being done and the workforce needs of DCYF particularly as it relates to assuring the Division possesses the capacity to do best practice and meet the service needs of the children, youth, families and communities the Division serves. Additionally, providing the Division with information that should assist in determining how DCYF can leverage the collaborative relationships it has with its community stakeholders in order to further enhance and sustain the Division's public response to the safety, permanency and well-being of children.

Division for Children, Youth and Families Organization Chart



Division for Children, Youth and Families Vision and Mission Statement

The Division for Children, Youth and Families (DCYF) has recently assigned the Practice Model Design Team with reviewing and revising the Division's mission statement to make sure it accurately represents the current organizational structure and mission of DCYF. The current mission statement does not reflect DCYF's merger with Juvenile Justice Services and the Sununu Youth Services Center. Completion of this project will ensure a complete and comprehensive mission statement for the Division. This will be included in the 2018 Annual Progress and Services Report.

Vision

We envision a state in which every child lives in a nurturing family and plays and goes to school in communities that are safe and cherish children.

Mission

We are dedicated to assisting families in the protection, development, permanency, and well-being of their children and the communities in which they live.

COLLABORATION

Over the past year, the Division has begun implementation of the Practice Model Strategic Communication Plan. The purpose of this plan is to ensure the Division informs internal and external colleagues and community stakeholders about the Division's unified beliefs and guiding principles of the Practice Model. Through the process of sharing information, the Division will enhance the understanding of how the Practice Model Beliefs guide the decisions made by the Division, influence Division interactions, assist the Division in changing attitudes and perceptions and ensure the sustainability of ongoing communication.

In order to accomplish effective communication of the Division's Practice Model across various levels of the organization as well as with community members, the Division identified that the message must be tailored to three unique audiences:

1. To individuals who follow Division policies and/or administrative rules. Specifically, these are individuals the Division has control over their employment, internship, mentorship, and/or opportunities to volunteer;
2. To individuals who work with DCYF families, and although the Division has influence over how they work with the families, the Division has no control over the individuals' actual employment; and
3. Lastly, to individuals who are not governed by the Division's Policies or Rules.

The plan is being implemented in three phases, Phase I began in late 2015; it included discussions primarily with internal stakeholders. Phases II and III began in April 2016 with a presentation for external stakeholders at DCYF's annual conference. These efforts will continue throughout the next year.

As previously stated, the plan includes a sustainability component. The Division attends to the Practice Model in new staff orientation, within Division Training Curriculum, and annual performance evaluations. The Division will continue to incorporate practice expectations that align with Division Beliefs within policies, administrative rules, forms, and provider certifications when they need to be updated.

Coordination with Juvenile Justice

Juvenile Justice Services is a Bureau within the Division for Children, Youth and Families (DCYF). The Child Protective and Juvenile Justice Services operate under one administrative structure and share practice initiatives such as Solution Based Casework¹, the New Hampshire Practice Model, a Case Practice Review process, and the use of the same case management information system, a shared service array, and a joint case planning policy for families involved with both systems. There is a shared priority for maintaining improvements in permanency through concurrent planning, specific practice improvements, and collaboration with the courts. This work continues to be strengthened by the New Hampshire Practice Model that aligns the work in Child Protection, Juvenile Justice, and the Sununu Youth Services Center.

The Division maintains integrated policies and procedures that bring consistency, while continuing to value and preserve the specialized knowledge and practices in Child Protective, Juvenile Justice Services and the Sununu Youth Services Center.

This clearly supports the Division's ongoing commitment to moving forward jointly in field practices, systemic integration, and collaboration with partners and stakeholders. Through the analysis of the State Data Profile, Division Leaders and Managers are using timely, accurate data to analyze child and family outcomes. Priority efforts continue and include working closely with the courts, residential and community-based service providers, staff, parents, and youth to enhance data collection and outcome measurements that drive vital practice changes.

Management of both Juvenile Justice and Child Protection are under one Bureau Chief and a team of six field administrators. This team meets weekly with the Bureau Chief to address field service needs, and to support the implementation of the Practice Model Strategies. This collaboration between the two bureaus has resulted in a strong administrative team that has set the stage for enhanced collaboration in the field between Juvenile Probation and Parole Officers and Child Protective Services Workers. All field supervisors from both Juvenile Justice and

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Child Protective Services continue to meet jointly on a monthly basis to share information and discuss practice. This has resulted in strong partnerships on the local level.

Another example of this joint collaboration has been in the area of planning for youth with a permanency goal of Another Planned Permanent Living Arrangement (APPLA). Although the Model Court Protocols apply specifically to child abuse and neglect cases, Juvenile Justice staff attended the statewide training prior to the implementation of the new APPLA Protocols on October 30, 2015. The essence of those protocols requires that all youth with a permanency goal of Another Planned Permanent Living Arrangement have a Primary Caring Adult identified and approved by the Court. Although there are fewer cases in Juvenile Justice with Another Planned Permanent Living Arrangement as a goal, the efforts to identify supportive adult connections for youth and a strong transition plan extend throughout both areas of practice.

Collaboration with the Courts

There has been a long-standing practice of the Division, the courts, and Court Appointed Special Advocates (CASA) working together to address system challenges. This practice has been successful in eliminating barriers and improving practices across each system. Many of these activities were driven or supported by the Court Improvement Project (CIP).

COURT IMPROVEMENT PROJECT

In New Hampshire, the Division and the Court Improvement Project Coordinator have maintained meaningful, ongoing collaborations that have clearly resulted in each system being able to successfully identify and work toward shared goals and activities. New Hampshire engages in multidisciplinary work to plan and carry out cross-system training. Through this collaboration the Division has created the ability and the structure to provide ongoing training across the State, as needed, to assure that future changes in staff, within any system, could receive training on the court guide.

There are and have been many joint statewide learning opportunities and program initiatives that are based on the collaborative efforts of the Division and the Court Improvement Project, including ongoing grant applications and strategic plans. In New Hampshire there is a true partnership that has resulted in improved practices and improved relationships between both the Division and the courts. These relationships have enhanced current initiatives and program activities by guaranteeing a continued commitment to permanency for children and families.

The New Hampshire Circuit Court, District Division, Family Division, Probate Division and Superior Court, the Division for Children, Youth and Families, representatives from the Bar, Legislature, Court Appointed Special Advocates, Judicial Council, law enforcement, and the Attorney General's Office continue to partner in addressing solutions to child safety, permanency, and well-being when families are involved in the court system because of child abuse or neglect, child delinquency, or status offenses. The Attorney General's Task Force on Abuse and Neglect, which is made up of members from each of these stakeholder groups, is in

the process of updating the *Child Abuse and Neglect Protocols* which were last updated in 2008. These changes will encompass even closer collaboration with law enforcement as DCYF moves forward to develop a plan for implementation and sustainability of a twenty-four hour, seven day per week response to abuse and neglect reports.

The Model Court Project, which is a collaboration of the courts, the Division, and CASA, focused its attention in 2014-2015 in the further development and evaluation of protocols related to Post-Permanency Hearings in cases with a permanency goal of Another Planned Permanent Living Arrangement. A statewide training took place on October 30, 2015 in anticipation of the statewide implementation of the protocols which occurred on December 1, 2015. These protocols provide direction to the courts and the Child Welfare System as to best practice standards in Another Planned Permanent Living Arrangement (APPLA) cases. It also incorporates the requirements of recent federal legislation pertaining to APPLA.

Division for Children, Youth and Families Oversight Panels

Please refer to [Division for Children, Youth and Families Oversight Panels](#) in Section Two under “Agency Responsiveness to the Community” for further description.

Section 2: Assessment of Performance

CHILD AND FAMILY OUTCOMES

The Division has utilized a Case Practice Review process to evaluate performance outcomes for safety, permanency, and well-being for both Child Protective and Juvenile Justice cases. Specifically, New Hampshire Division for Children, Youth and Families has continued to mirror the federal Child and Family Services Review (CFSR) by using the federal On-Site Review Instrument (OSRI – Round 2) quarterly in different offices on a case selection drawn similarly to the Child and Family Services Review. The new OSRI (Round 3) and Online Monitoring System (OMS) were introduced for use in Case Practice Reviews in 2016.

In calendar year 2015 the following Case Practice Reviews were conducted using this methodology:

Manchester District Office	March 2015
Seacoast District Office	June 2015
Littleton District Office	September 2015
Southern District Office	December 2015

The results of these four Case Practice Reviews include data from eighty-four cases based on case file review as well as interviews with children, youth, parents, and collaterals. Case level data is broken down as follows:

	Child Protective Cases	Juvenile Justice Cases
Placement	25	25
In-Home	17	17
Totals	42	42

Additional sources of data are collected during the Case Practice Review through stakeholder surveys. In 2015 overall there were seventy-six respondents to the surveys from all four district offices reviewed. The stakeholder survey covers a variety of topics related to assessment of safety and provision of services for families, youth, and children, collaboration and partnering among staff and stakeholders, engagement in case planning, positive communication, and identification of strengths to promote change, etc.

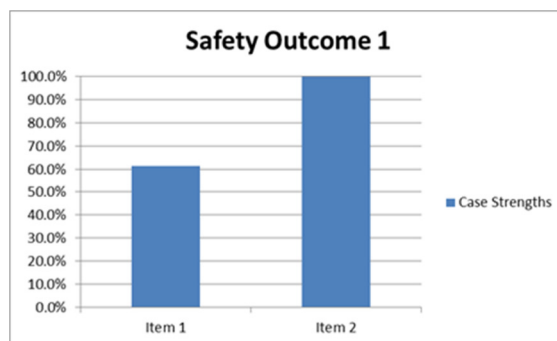
The aggregated results for the Safety, Permanency, and Well-being Outcomes from the 2015 Case Practice Reviews are:

CPS & JJS			
	Substantially Achieved	Partially Achieved	Not Achieved
Outcome S1	61.5%	11.5%	26.9%
Outcome S2	78.6%	6.0%	15.5%
Outcome P1	62.0%	36.0%	2.0%
Outcome P2	79.6%	20.4%	0.0%
Outcome WB1	65.5%	27.4%	7.1%
Outcome WB2	98.4%	0.0%	1.6%
Outcome WB3	85.5%	9.2%	5.3%

CPS				JJS			
	Substantially Achieved	Partially Achieved	Not Achieved		Substantially Achieved	Partially Achieved	Not Achieved
Outcome S1	82%	18%	0%	Outcome S1	22%	0%	78%
Outcome S2	90%	5%	5%	Outcome S2	67%	7%	26%
Outcome P1	48%	48%	4%	Outcome P1	76%	24%	0%
Outcome P2	75%	25%	0%	Outcome P2	84%	16%	0%
Outcome WB1	64%	29%	7%	Outcome WB1	67%	26%	7%
Outcome WB2	100%	0%	0%	Outcome WB2	97%	0%	3%
Outcome WB3	84%	11%	5%	Outcome WB3	87%	8%	5%

Safety

SAFETY OUTCOME #1: CHILDREN ARE, FIRST AND FOREMOST, PROTECTED FROM ABUSE AND NEGLECT



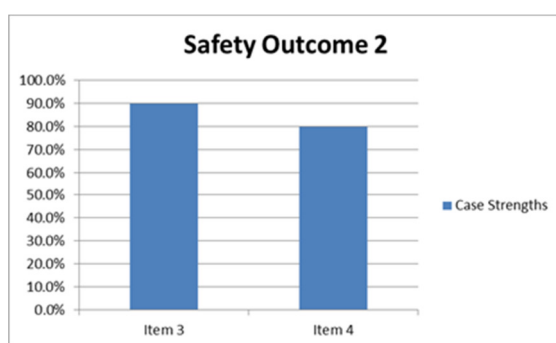
According to the results of the 2015 Case Practice Reviews, this outcome was sixty-two percent substantially achieved, eleven percent partially achieved and twenty-seven percent not achieved across both Child Protective and Juvenile Justice cases.

Further analysis of these results finds that the Division for Children, Youth and Families continues to do well in securing the safety of children in the area of maintaining low levels of repeat maltreatment. This could be impacted by the Division's overall low substantiation rate,

but it was determined that a majority of cases were not applicable to be assessed for repeat maltreatment. It was also likely impacted by the effective work done with victims in Assessments and Cases at the onset of a referral, including efforts to initiate assessments and interview victims within timeframes. Repeat maltreatment is impacted positively by efforts to assess at the outset and ongoing for safety and risk, and to visit with children at least monthly in both Child Protective and Juvenile Justice cases.

A majority of Assessments were initiated and victims were seen or attempted to be seen in a timely manner. Combined results of the four Case Practice Reviews from 2015 indicate this was true in sixty-two percent of Assessments. This is a thirteen percent drop from the combined results of the four Case Practice Reviews from the prior year, and the Outcome with the most Not Achieved ratings. However, the data regarding timeliness of seeing victims from the statewide Supervisory Reports and Results Oriented Management (ROM) data on all Assessments accepted in Calendar Year 2015 demonstrates that in seventy-four percent of Assessments, timeframes were met for seeing victims. This is consistent with data from the prior year. Although, there remains room for improvement in this area overall, the rate for seeing victims within timeframes using the total number of Assessments in 2015 is higher than the data obtained through the Case Practice Reviews. This remained consistent despite the fact that over seven hundred more Assessments were screened in during the 2015 Calendar Year compared to the same time period the year before. Seeing victims in timeframes in order to secure immediate safety of children and youth remains a strong focus of the Division and discussions are held monthly at an administrative level during Leadership Meetings and on an individual level between supervisors and workers.

SAFETY OUTCOME #2: CHILDREN ARE SAFELY MAINTAINED IN THEIR HOMES WHENEVER POSSIBLE AND APPROPRIATE



According to the of the 2015 Case Practice Reviews, this outcome was seventy-nine percent substantially achieved, six percent partially achieved, and fifteen percent not achieved across both Child Protective Services and Juvenile Justice Services. Child Protective Services overall performance was better in this area (ninety percent substantially achieved and five percent not achieved) compared to Juvenile Justice Services (sixty-seven percent substantially achieved and

twenty-six percent not achieved). It should be noted that Child Protective Services performance for this outcome was consistent with that from last year while performance for Juvenile Justice Services declined approximately ten percent.

Further analysis of these results finds that the Division did well in this area as referrals to services were frequently made and there was a strong use of services (both community and in-home) provided by the Division in both Child Protective and Juvenile Justice cases. Services were found to be effective in helping to assure safety for children and minimize risk of both initial placement and re-entry into care for reunified youth. Although not a paid service, the work that Child Protective Service Workers (CPSWs) and Juvenile Probation and Parole Officers (JPPOs) did with families was also valuable in preventing placement. This work was found to include both written and verbal safety plans with families.

The effective use of services also facilitated ongoing and frequent assessments for safety and risk to children in their homes. In addition, both CPSWs and JPPOs met monthly with youth (most frequently alone) and their families, which provided a mechanism for continuing informal assessments of safety and risk. The use of formal assessments (New Hampshire Integrated Assessment Model and Juvenile Justice Services Risk Assessments including the Structured Assessment of Violence Risk in Youth (SAVRY)) continued to positively impact this outcome as well. Both assessment tools include questions that address issues of family functioning, and therefore prompt staff to identify and address risk issues that may exist. For example, the SAVRY assesses family violence, parental management, and history of maltreatment in Juvenile Justice cases. Areas needing improvement overall continue to be assessing all children in the home and assuring an updated assessment of the home is conducted before and after reunification. In addition, further efforts are needed to assess all adults in the home and absent or non-custodial parents for their impact on the safety and risk of children. Efforts to include all children and all parents and adults in the home in assessments of safety and risk have been included, in some format, in all of the Practice Improvement Initiatives developed with these four offices following their Case Practice Review.

Over the past year, an Assessment Business Practices Workgroup was formed; members included Child Protective staff including: assessment workers, supervisors, and administrators. This workgroup has used data to look at statewide assessment practice including workload numbers, substantiation rates, victims being seen within timeframes, and overdue Assessments. Through these meetings a number of initiatives were implemented to address concerns identified that would impact child safety and risk. In addition, over the past year the Division received attention from the Governor's Office, New Hampshire's legislative body, and the press relative to the Division's work to assure safety of children. As a result, the Division has provided much information to the governor, the legislature, and other constituents including data, policy, and practice about Child Protective practice – especially relative to families with substance abuse identified as a risk factor. Currently, the Division is going through an independent review of Child Protective practice. This review is specifically designed to examine DCYF's investigation of abuse and neglect reports as it relates to assuring safety of children, assessment of risk and

provision of services. It is anticipated this review will result in recommendations related to the fiscal and human resources needed to achieve and sustain best practice as it relates to the safety, permanency and well-being of children, youth and their families in New Hampshire.

Additionally, New Hampshire has worked over the past year to develop a separate case review process focused on Child Protective Assessments, or Investigations. This process is described in full in the [Quality Assurance Systemic Factor section](#) of this report; however review results are reported here as they inform the Division's Assessment of Performance on safety outcomes.

NH Assessment Reviews		January - April 2016					
77 assessments reviewed		36 assessments with no area needing improvement - 58%					
		% of Applicable cases	# of Applicable Cases	% Strengths or YESs of Applicables	# of Strengths or YESs	% Needing Improvements or NOs of Applicables	# Of Needing Improvements or NOs
Section A: GENERAL ASSESSMENT PRACTICE		100%	77	52%	40	48%	37
1	Thorough assessment completed?	100%	77	53%	41	47%	36
2	All dangers accurately assessed?	100%	77	77%	59	23%	18
Section B: SAFETY PLANNING		31%	24	63%	15	38%	9
1	Removal happened and necessary?	3%	2	100%	2	0%	0
2	Safety plan sufficient?	31%	24	71%	17	29%	7
3	Sufficient monitoring of the safety plan(s) ?	26%	20	75%	15	25%	5
Section C: DISPOSITION		68%	52	71%	37	29%	15
1	Overall finding supported?	68%	52	92%	48	8%	4
2	Risk accurately assessed?	68%	52	77%	40	23%	12
3	Closure decision consistent with the NHIA matrix?	66%	51	86%	44	14%	7

Results of the Assessment Reviews have varied between the four offices (Seacoast, Berlin, Concord and Keene District Offices) reviewed between January and April 2016. Seventy-seven Assessments were reviewed between all offices. Fifty-eight percent of Assessments (thirty-six) rated as strengths or not applicable for all sections and had no areas needing improvement.

All Assessments were applicable for the section on General Assessment Practice. Fifty-two percent of all Assessments reviewed scored as strengths for this section meaning they were answered yes for both items within the section. Thoroughness of Assessments rated as strength fifty-three percent of the time, indicating improvement in this area is necessary. Factors leading to this include: 1) assuring all allegations are assessed, 2) interviewing all victims in a manner that considers all allegations and dangers, 3) evaluating all appropriate household members, and 4) considering the safety of both parents' homes, when applicable. An area of relative strength statewide includes assessing all dangers, as it scored as strength seventy-seven percent of the time. One district office having had an Assessment Review over this four-month period has identified thoroughness of Assessments as the focus of their Assessment Practice Improvement

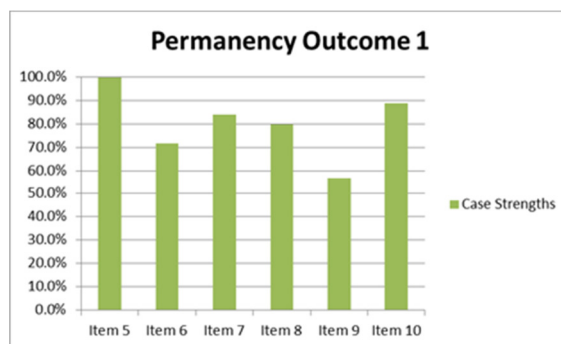
Initiative; that office felt that by being more thorough, they would be more accurately evaluating dangers and assuring safety of child(ren)/youth.

Thirty-one percent of all Assessments reviewed were applicable for the section on Safety Planning, meaning danger was identified and action was necessary to ensure safety. Children were removed from their homes in two Assessments and both of these actions were appropriate. Safety plans were needed in twenty-four Assessments and the plans (both written and verbal) were sufficient in seventy-one percent of them. Seventy-five percent of the time, safety plans had sufficient monitoring to assure child safety. As safety of children is imperative, there is still need for improvement in this area. There have been a number of statewide initiatives over the past year to address safety planning, including training, leadership discussions, New Hampshire Integrated Assessment Model (NHIA) case reads, and others. Two of the district offices having had an Assessment Review over the four months of 2016 focused their plan on improving these areas.

The final section is regarding the disposition of the Assessment and was only applicable if the Assessment was closed. Sixty-eight percent of Assessments reviewed were applicable for this item. This section received an overall strength rating of seventy-one percent. The strongest area of assessment practice was that the overall finding was supported as this section rated strength in ninety-two percent of applicable Assessments. In seventy-seven percent of applicable Assessments, risk was fully evaluated. There is an opportunity for improvement in this area and this was found to impact the overall rating regarding the thoroughness of the Assessment in the first section. Eighty-six percent of the time, the closing of the Assessment supported the New Hampshire Integrated Assessment Model decisions matrix meaning that cases were opened and both facilitated and non-facilitated referrals were made consistently with the risk level.

Permanency

PERMANENCY OUTCOME #1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS



According to the results of the 2015 Case Practice Reviews, this outcome was sixty-two percent substantially achieved, thirty-six percent partially achieved, and two percent not achieved across

both Child Protective Services and Juvenile Justice Services. These results show a slight decrease in performance since the prior year; specifically there is a five percent decrease in the rating of substantially achieved and a two percent increase from the zero rating in not achieved from the prior year. Juvenile Justice Services overall performance was better in this area (seventy-six percent substantially achieved and zero percent not achieved) compared to Child Protective Services overall (forty-eight percent substantially achieved and four percent not achieved).

The Division has excelled during this period in minimizing out-of-home placement re-entries as demonstrated by the combined rating of one-hundred percent on Item 5 of the On-Site Review Instrument over the four Case Practice Reviews conducted in 2015. Based on qualitative data review from the Case Practice Reviews over the past year, most youth reunified remained at home. In a couple incidences where youth came back into placement, they did so from a trial home visit. Services put in place upon reunification continued to be helpful in minimizing re-entry into care.

While Child Protective Services continued to score fairly well in ensuring placement stability, this remained an area needing improvement in Juvenile Justice Services. For Child Protection, the use of relative placement providers and foster homes committed to both reunification and subsequently to adoption was found to positively impact this outcome during the Case Practice Reviews conducted in 2015. When placement changes were needed for youth in care, through both Child Protective Services and Juvenile Justice Services, they typically were appropriate to move forward the permanency plan for the child and were based on the child's or youth's needs. The challenge of managing youth behaviors that cause disruption in placements led to lower scores in Juvenile Justice cases, as these youth required placement moves. In addition, the use of temporary placement options – including shelter care and the Comprehensive Assessment and Short-Term Treatment (CAST program) in Juvenile Justice Services was found to be a system-level challenge that resulted in lower scores on this item. Although New Hampshire continues to meet the National Standard in this area, efforts will need to be made over the next year to conduct a comprehensive evaluation of the need and availability of the residential treatment service array, particularly for Juvenile Justice youth. This evaluation will include a review of the use of these temporary placement settings.

Both Child Protective Services and Juvenile Justice Services have had a sustained focus on identifying appropriate case plan goals timely (often on or immediately following the date of placement), which is seen in the rating of eighty-four percent strengths in the combined results of Case Practice Reviews in 2015. This is a three-percent decrease from the prior year. Juvenile Justice Services scored higher in this item than Child Protective Services as in two offices they received strengths ratings in one-hundred percent of cases. However, in cases where this item remained a challenge, there were difficulties in identifying appropriate goals.

Item 8 combined results of the Case Practice Reviews in 2015 indicate that in eighty percent of cases both Child Protective and Juvenile Justice Services made concerted efforts towards case

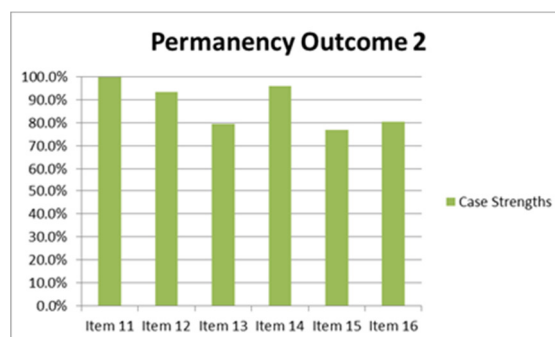
plan goals of reunification, guardianship, and permanent placement with relatives. This is the same rating as the prior year. Numerous children and youth were found to have been reunified during the 2015 Case Practice Reviews. Qualitative data collected during the Case Practice Reviews indicated that efforts towards reunification were extensive with primary caretakers, and included efforts made by workers and providers. Engagement of relatives was found to positively impact ratings as well. Despite this, there were still examples of practice where youth were reunified with minimal efforts to work with the parent with whom they are reunited. Also, New Hampshire still experienced challenges with efforts with absent, non-custodial parents, and incarcerated parents. As such, efforts to engage all parents were identified as an improvement goal in every office's Practice Improvement Initiative over the past year.

The Division for Children, Youth and Families' most significant struggle in this outcome continued to be in efforts to move children and youth toward the goal of adoption, as indicated in a rating of fifty-seven percent on the combined results of Case Practice Reviews from 2015. This is a ten percent decrease from last year. A qualitative look at this item does show that when children are placed in pre-adoptive homes from the beginning of the case or moved to one prior to filing a Termination of Parent Rights and parents were engaged early in permanency, children and youth were more likely to be adopted within twenty-four months. However, a majority of the times when adoptions took longer than twenty-four months it was due to a combination of reasons. These ranged from lack of efforts made toward the concurrent goal of adoption throughout the case, delays in filing for Termination of Parental Rights, and court delays (often lengthy). The issues related to concurrent planning and filing delays are being addressed in Practice Improvement Initiatives in individual offices.

Another Planned Permanent Living Arrangement (APPLA) case plan goals has been a significant focus of practice over the past years and last year the new court protocols relative to APPLA cases were implemented; these are informed by the Preventing Sex Trafficking and Strengthening Families Act, Public Law (P.L. 113-183). During Case Practice Reviews occurring in 2015, efforts toward achieving this goal were identified as strength in eighty-eight percent of cases (only one case was found to be an area needing improvement). This is an increase of five percent from the previous year. In the cases reviewed, the Division was able to secure placements for youth (relative and foster homes) that demonstrated a strong commitment to them, and utilized providers to teach youth independent living skills.

PERMANENCY OUTCOME #2: THE CONTINUITY OF FAMILY RELATIONSHIPS AND CONNECTIONS IS PRESERVED FOR CHILDREN

According to the results of the 2015 Case Practice Reviews, this outcome was eighty percent substantially achieved and twenty percent partially achieved across both Child Protective and Juvenile Justice Services. This demonstrates an eight percent improvement in



the rating of substantially achieved as compared to the prior year. None of the eighty-four cases in the sample were rated as not achieved on this outcome.

Both Child Protective and Juvenile Justice Services did well in ensuring placements were in close proximity to families, as was demonstrated by Item 11 being one-hundred percent for the combined results of the Case Practice Reviews held in 2015. This is a slight improvement from the year before when the rating was ninety-eight percent. When placements were further away, the qualitative results of these Case Practice Reviews found that it was because children and/or youth required a specialized placement (relative, Individualized Service Option (ISO) foster home, or residential program). In these cases, there were typically efforts by the Child Protective and/or Juvenile Justice staff, relatives, and placement providers to assist parents in overcoming any barriers that may exist as a result of the distance of the placement.

According to the combined data for the Case Practice Reviews, ninety-three percent of children and/or youth were placed with their siblings; there was only one case rated as an area needing improvement. This is an increase from the rating of eighty-two percent strengths over the prior year. Qualitative data based on the results of the Case Practice Reviews demonstrated that the availability of resources (relative and foster homes) able to take larger sibling groups played a role in these numbers. The only case rated as an area needing improvement was due to a lack of efforts to move children back together after they were separated due to the special placement needs of one of them. Over the past year, there has continued to be Division administrative oversight in Child Protection cases where siblings are not placed together.

Over the past year, efforts have been made to make certain parents maintain a relationship with their children through both visitation and other means including: being invited to medical appointments, included in extra-curricular activities, and encouraged to maintain contact such as phone calls and email. For both Item 13 (Visiting with Parents and Siblings in Placement) and Item 16 (Relationship with Parents) on the On-Site Review Instrument, eighty percent of cases showed strengths in these areas. This is a five percent improvement since the prior year. Through a qualitative analysis of these results, it was found that to improve in these items, sustained attention will need to be made to include absent and/or non-custodial parents in these efforts, especially those incarcerated. As has been stated previously, this is an area of focus in each of the four office's Practice Improvement Initiatives developed over the past year.

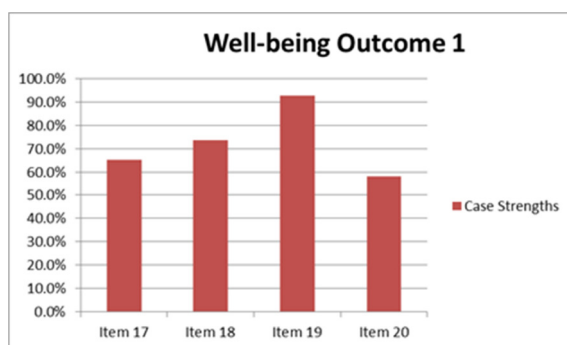
In the combined results of the Case Practice Reviews held in 2015, Item 14, Preserving Connections, was rated as strength with a score of ninety-six percent. This is a slight improvement (three percent) over the ratings for this item last year. Focused efforts have been made to preserve connections for youth to their extended families and community, including maintaining contact with grandparents and other relatives, and continued involvement in school and extra-curricular activities.

In regards to relative placements, this is the area with the lowest scores in this Permanency Outcome. Even so, seventy-seven percent of cases had strengths in this area. This is an increase of seven percent compared to last year. Due to the behavioral and other needs of youth in the

Juvenile Justice system, a majority of Juvenile Justice cases were not applicable for this item. Qualitative analysis of the results on applicable cases found that a number of cases had relative placements and many others had documented efforts to review for the possibility of such a placement. Although attempts were made to locate relative placements, better efforts to identify both maternal and paternal relatives who may be able to be placement resources are needed prior to the children and/or youth's first placement as well as throughout the life of the case.

Well-being

WELL-BEING OUTCOME #1: FAMILIES HAVE ENHANCED CAPACITY TO PROVIDE FOR THEIR CHILDREN'S NEEDS



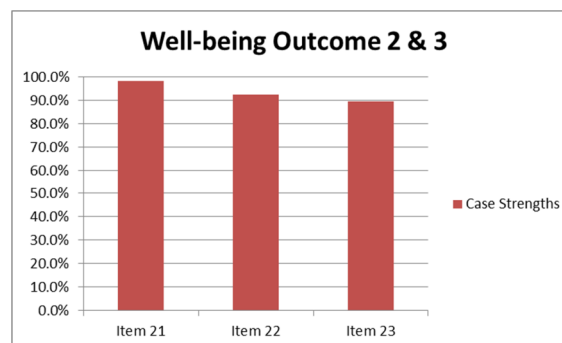
According to the results of the 2015 Case Practice Reviews, this outcome was sixty-six percent substantially achieved, twenty-one percent partially achieved, and seven percent not achieved across both Child Protective and Juvenile Justice Services. These ratings show improvement of a few points from last year's ratings.

Although in most cases the Division did substantially or partially meet this outcome, this remains an area in need of improvement overall. Just as with last year, the highest performance area in this outcome was in the area of worker visits with children and youth where ninety-six percent of the time this item was rated as a strength. These scores were consistent with much of the feedback obtained from interviews of parents, youth, providers, and workers during the Case Practice Review process. In fact interviews with parents and youth frequently spoke to the quality of their relationships with their workers (both Child Protective Service Workers and Juvenile Probation and Parole Officers).

The lower ratings for the remaining three items included in this Well-being Outcome were all impacted by the lack of initial and/or concerted efforts to identify, locate, and engage all parents. There were a few examples where improvement in engaging, assessing, and providing services to custodial or visiting parents was needed. However, a majority of the cases leading to this area needing improvement involved absent, non-custodial, and incarcerated parents. For Item 17 (Needs of Child/Parent/Provider), sixty-five percent of cases were rated as strength. For Item 18 (Child/Family Involvement in Case Planning), seventy-four percent of cases were rated as a

strength. The lowest scoring item was Item 20 (Worker Visits with Parents) where only fifty-eight percent of cases were rated as a strength. Engagement of all parents is a vital component of each Practice Improvement Initiative developed as a result of these Case Practice Reviews.

WELL-BEING OUTCOMES #2 AND #3: CHILDREN RECEIVE APPROPRIATE SERVICES TO MEET THEIR EDUCATIONAL, PHYSICAL AND MENTAL HEALTH NEEDS



According to the results of the 2015 Case Practice Reviews, Well-being Outcome #2 was substantially achieved ninety-eight percent of the time across both Child Protective Services and Juvenile Justice Services. This is down two percent from last year as a result of one case being rated as an area needing improvement.

Juvenile Justice and Child Protective Service cases scored almost perfectly in this area indicating the educational needs of children and youth across the four offices are assessed and met. These needs were routinely asked about during home visits and workers advocated with school systems to ensure the needs of children and youth were met. Formal educational assessments and Individual Education Plans were found in the files and workers often attended educational meetings. In addition, in-home services were put in place to assist families with youth struggling with attendance or behaviors in school.

According to the combined results of the 2015 Case Practice Reviews, Well-being Outcome #3 was eighty-six percent substantially achieved, nine percent partially achieved, and five percent not achieved across both Child Protective and Juvenile Justice Services. Although there was a slight decline in the percent of cases rated as substantially achieved, there was also a slight decline in the percent of cases rated as an area needing improvement. Child Protective Services ratings are slightly lower than those for Juvenile Justice Services.

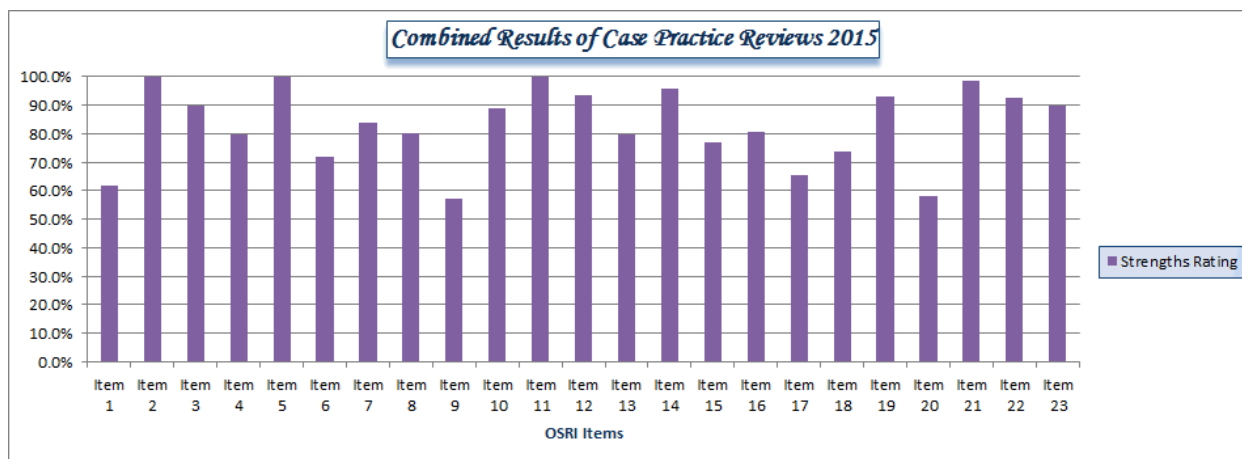
The significant majority of the children and youth that were involved with either Juvenile Justice or Child Protective Services had their physical health needs addressed and met as is indicated by a score of ninety-three percent strengths in the combined results on Item 22 for the Case Practice Reviews held in 2015. Children and youth in placement routinely had physicals within thirty days of their initial placement, and received ongoing treatment for any identified needs. Children and youth living with their parents or guardians had informal assessments in that workers inquired about these needs and offered assistance if it was necessary for the case.

Dental care was also routinely accessed for children and/or youth in care and supported for children and/or youth residing at home, as necessary, however this was a missing piece in a majority of the cases with ratings for this item of areas needing improvement and it is determined it was due to a lack of follow-up and/or a lack of availability of dental services.

Ninety percent of cases reviewed during this year were determined to have appropriate assessment of mental health needs and provision of services to meet those needs. This is the same as last year. This was achieved through routine mental health evaluation (trauma screenings, mental health assessments by the local mental health centers when children and youth enter placement, formal assessments by providers) and attention to follow-up on recommendations. When mental health needs were not met, it was due to either a lack of assessment for in-home cases, a lack of timely follow through with referrals, and/ or due to mental health services having a waiting list.

Finally, in regards to positive performance on these outcomes, the policy of routinely referring children in founded reports under the age of three years for a developmental assessment through Early Supports and Services supported the identification of educational, medical, and/or socio-emotional needs for young children, and recommendations to meet those needs continue to be followed.

OSRI Item Performance, 2015



Stakeholder Survey Results

Stakeholder surveys were emailed out to professional stakeholders as part of the Case Practice Reviews held in the Littleton, Southern, Manchester, and Seacoast District Offices over the past year. Seventy-six responses were obtained and evaluated for all of the offices although well over three hundred surveys were sent out. This is a decline from the year before of over a hundred and fifteen surveys being obtained. As the same survey is sent out for every office and often to

the some of the same stakeholders (ex. providers), there is a question of survey fatigue impacting responses.

A majority of stakeholder respondents had experience working with both Child Protective and Juvenile Justice Services.

Stakeholders identified the following statewide strengths in the surveys:

- Families are engaged in creating and implementing their case plans
- Goals are set early in the case
- Case Plans identify high risk behaviors
- Division is committed to maintaining youth in their homes when safe to do so
- Stakeholders feel respected

Stakeholders identified the following statewide areas for improvement in the surveys:

- Plans with families need to be more specific and measurable
- Increased promotion of long-term connections for youth is needed
- Improvement in engagement of youth around permanency is needed
- Stakeholders indicate more communication about family plans and progress would be helpful

Data Indicators

In FFY 2015 New Hampshire DCYF disposed of 9,005 screened in protective reports. Of those reports, 504 (six percent) were substantiated, 8,030 (eighty-nine percent) were unsubstantiated, and 471 (five percent) fell into the category “Other” (Source: NCANDS). Additionally, the Division has served 1,588 children in placement (Source: AFCARS). New Hampshire has observed a substantial shift in the number of children served in placement as reported in AFCARS in previous years as a result of improvements made to these calculations. Specifically, this number now includes all Juvenile Justice youth, not just Title IV-E eligible youth, and also includes children and youth on trial home visits.

On October 10, 2014, and May 13, 2015, the Administration for Children and Families (ACF) published public notices in the Federal Register of statewide data indicators and national standards that the Children’s Bureau (CB) will use to determine substantial conformity with Titles IV-B and IV-E of the Social Security Act through the Child and Family Services Reviews (CFSRs). New Hampshire is also able to track performance on these data indicators through Results Oriented Management (ROM). Results Oriented Management data is pulled directly from Bridges and while the calculations of the measures are aligned with the national standards; the population may differ somewhat from AFCARS and NCANDS. However, the Results Oriented Management measures provide useful information regarding trends in these outcome

areas. The measures as produced in Results Oriented Management are reported below as of the end of FFY 2015. Observed performance on all indicators was either the same as or better than the national standards, except for re-entry into foster care within twelve months; however, this appears to be due, in part, by the inclusion of secure detention/facility placements when that is the only placement the youth has entered. Results Oriented Management is researching how this data is queried as this is not consistent with New Hampshire's data.

Data Indicator	National Standard	NH Observed Performance
Recurrence of Maltreatment	<9.1%	4.2%
Maltreatment in Foster Care	<8.50 victimizations	4.8
Permanency in 12 months for children entering foster care	>40.5%	49.0%
Permanency in 12 months for children in care 12-23 months	>43.6%	50.2%
Permanency in 12 months for children in care 24 months or more	>30.3%	41.9%
Re-entry into foster care within 12 months	<8.3%	16.7%
Placement stability	<4.12 moves	3.5

Data Source: Results Oriented Management Federal Measure Reports extracted on 5/26/2016

Note: Re-entry into foster care within twelve months is not calculating correctly, as it appears that youth who were only in secure detention are erroneously included in the population.

STATEWIDE DATA INDICATORS FOR CFSR SAFETY OUTCOME 1: CHILDREN ARE, FIRST AND FOREMOST, PROTECTED FROM ABUSE AND NEGLECT.

RECURRENCE OF MALTREATMENT

This indicator measures whether the agency was successful in preventing subsequent maltreatment of a child if the child was the subject of a substantiated or indicated report of maltreatment. New Hampshire DCYF continues to meet the National Standard as 4.2 percent of all children who were victims of a substantiated maltreatment report were victims of another substantiated report during a twelve-month reporting period, less than the National Standard of

9.1 percent. This is consistent with New Hampshire's observed performance of 4.1 percent reported last year from the CFSR Round 3 Statewide Data Indicators workbook issued in May 2015.

MALTREATMENT IN FOSTER CARE

This indicator measures whether the state child welfare agency ensures that children do not experience abuse or neglect while in the state's foster care system. The indicator holds states accountable for keeping children safe from harm while under the responsibility of the state, no matter who perpetrates the maltreatment while the child is in foster care. New Hampshire DCYF continues to meet the National Standard with a performance of 4.8 victimizations per 100,000 days in foster care. Although New Hampshire's victimization increased from 1.6 observed performances reported in the CFSR Round 3 Statewide Data Indicators workbook issued in May 2015, it is less than the National Standard of 8.50 victimizations. Additionally, DCYF believes that this increase is reflective of a systemic delay in disposing of these reports in the prior year which has now been corrected, rather than a substantial increase in victimization in foster care.

STATEWIDE DATA INDICATORS FOR CFSR PERMANENCY OUTCOME 1: CHILDREN HAVE PERMANENCY AND STABILITY IN THEIR LIVING SITUATIONS.

PERMANENCY IN TWELVE MONTHS FOR CHILDREN ENTERING FOSTER CARE

This indicator measures whether the agency reunifies or places children in safe and permanent homes as soon as possible after removal, including discharges from foster care to reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption. New Hampshire's observed performance has increased from 36.2 reported in the CFSR Round 3 Statewide Data Indicators workbook issued in May 2015 to forty-nine percent at the end of FFY 2015. This is better than the National Standard of 40.5 percent or greater.

PERMANENCY IN TWELVE MONTHS FOR CHILDREN IN FOSTER CARE TWELVE TO TWENTY-THREE MONTHS

This indicator measures whether the agency reunifies or places children in safe and permanent homes timely if permanency was not achieved in the first twelve to twenty-three months of foster care. New Hampshire's observed performance was 50.2 percent at the end of FFY 2015 compared to 34.3 percent observed performance reported in the CFSR Round 3 Statewide Data Indicators workbook issued in May 2015. This is consistent with the National Standard of 43.6 percent or greater.

PERMANENCY IN TWELVE MONTHS FOR CHILDREN IN FOSTER CARE FOR TWENTY-FOUR MONTHS OR LONGER

This indicator measures whether the agency continues to ensure timely permanency for children who have been in foster care for longer periods of time. New Hampshire's observed performance on this indicator increased considerably from 33.9 percent reported in the CFSR

Round 3 Statewide Data Indicators workbook issued in May 2015 to 41.9 percent as the end of FFY 2015, which is consistent with the National Standard of 30.3 percent or greater.

RE-ENTRY TO FOSTER CARE IN TWELVE MONTHS

This indicator measures whether the agency's programs and practice are effective in supporting reunification and other permanency goals so that children do not return to foster care. Results Oriented Management shows New Hampshire's observed performance as 16.7 percent for children re-entering foster care within twelve months of discharge, which is twice the National Standard of 8.3 percent. However, this is discrepant with other Division data and Results Oriented Management is reviewing this information in order to correct it. The reason for the discrepancy is the Adoption and Foster Care Analysis and Reporting System (AFCARS) does not include youth in secure detention in the population but currently ROM is including these youth. Once this is corrected then the data will be reviewed to ensure there are no other discrepancies. In the CFSR Round 3 Statewide Data Indicators workbook issued in May 2015, the observed performance was 3.8.

PLACEMENT STABILITY

This indicator measures whether the agency ensures that children whom the agency removes from their homes experience stability while they are in foster care. New Hampshire has met this data indicator as children and youth have 3.5 moves per one thousand days of foster care, less than the National Standard of 4.12 moves. This is consistent with the CFSR Round 3 Statewide Data Indicators workbook issued in May 2015 reported observed performance of 3.45 moves.

Given New Hampshire's observed performance in Results Oriented Management on the data indicators, it is evident that New Hampshire continues to show improvement in most areas and consistently meets the National Standards. Notably, New Hampshire has improved the permanency in twelve months observed performance indicators considerably. New Hampshire intends to continue to monitor all indicators closely utilizing the Results Oriented Management system as a powerful tool for this purpose.

Data Source: Result Oriented Management Federal Reports extracted on 5/26/2016 for FFY 2015 and CFSR Round 3 Statewide Data Indicators workbook issued in May 2015

SYSTEMIC FACTORS

Statewide Information System

ITEM 19: HOW WELL IS THE STATEWIDE INFORMATION SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT, AT A MINIMUM, THE STATE CAN READILY IDENTIFY THE STATUS, DEMOGRAPHIC CHARACTERISTICS, LOCATION, AND GOALS FOR THE PLACEMENT OF EVERY CHILD WHO IS (OR WITHIN THE IMMEDIATELY PRECEDING TWELVE MONTHS, HAS BEEN) IN FOSTER CARE?

BRIDGES

Bridges is the Division for Children, Youth and Families' (DCYF) Statewide Automated Child Welfare Information System of record. All required information is recorded in this application. The system is actively used by all case carrying staff and their supervisors, as well as administrative staff.

New Hampshire understands that Bridges is the principle tool to aid management in monitoring practice and is therefore crucial to improving service delivery and practice. Thus, the DCYF management uses data from this automated system to augment case management, workload management, planning, and budgeting and resource management.

Bridges can identify the status, demographic characteristics, case plan goals, and location of every child in foster care, including the actual address as well as the placement agency.

Bridges screen prints showing examples of the above are as follows:

The below screen print shows the County, Race, and Hispanic Ethnicity application entries:

[Read Only] - Client Information -

Information | Summary | Address | Phone | AKA | Marital | Characteristics | Abs. Parent | Photos

Legally Liable County: Merrimack

D.O.: Nashua

☐ SSN Verified ☐ Need Interpreter

Ethnicity (Check all that apply)

- ☒ American Indian/Alaskan Native
- ☒ Asian
- ☐ Black or African American
- ☐ Native Hawaiian/Other Pacific Islander
- ☒ White
- ☐ Unable to Determine
- ☐ Declined

Hispanic Origin: No

Tribe

Primary:

Secondary:

CDIB: Verified Date: 00/00/0000

How Verified:

Birthplace

Email Address...

Imminent Risk...

This screen print shows the Legal Status with drop down open:

Administrative/Legal Status -

Child's Legal Relationship with DHHS Information

Legal Status	Begin Date	End Date
Custody	11/25/2013	00/00/0000

Child's Legal Relationship with DHHS Details

Begin Date: 11/25/2013 End Date: 00/00/0000

Legal Status: Custody

- Conditional Release
- Custody
- Detention
- Guardianship
- Interstate Compact
- Legal Supervision

The below screen is an example of the case plan goals:

Case Permanency Plan

Case Plan History

Creation Date	Court Decision
01/14/2015	Approved
11/25/2013	Unknown

Plan Creation Date: 01/14/2015 Estimated Plan Completion Date: 06/30/2015
 Date Parent(s) Signed: 00/00/0000 Date of Next Court Hearing: 00/00/0000
 Reason For Update: [Dropdown] Date Judge Signed: 00/00/0000
 Family Situation: [Text Area]

Case Permanency Plan

Child	Permanency Plan	Family Visit
BROOK	Adoption	Monthly

Concurrent Case Permanency Plan

Child	Concurrent Permanency Plan
BROOK	Return Home (Reunification)

Additional Information

Recommendations to the Court [Text Area]

Court Decision: ☒ Approved ☐ Modified ☐ Not Applicable ☐ Unknown
 Court Decision Comments [Text Area]

Buttons: Add, Change, Delete, Clear, Cancel, Select...

The below screen shows the location of child in placement:

Placement History - BROOK

Removal | Svc Auth | Unpaid Plcmnt | Plcmnt Hist | Trial Visits | Med/Non Med Auths | ASFA

Placement History

Entry Date	Exit Date	Type Of Care	Resource Name	Resource ID	Resource
01/07/2015	00/00/0000	General Foster Home	JOSHUA	94059	
11/25/2013	01/07/2015	Relative's Home	ELAINE		

Placement Details

Placement Entry: Date: 01/07/2015 Time: [Dropdown] ☐ a.m. ☐ p.m.
 Placement Exit: Date: 00/00/0000 Time: [Dropdown] ☐ a.m. ☐ p.m.
 Reason: [Text Area]
 Type Of Care: General Foster Home

The below screen shows the Agency (ISO) with the actual foster home name and address:

The screenshot shows the 'Placement History' screen for KATIA. A 'Resource Details' pop-up window is open, displaying the following information:

- Name:**
 - Resource ID : 88229
 - Type of Care : Individual Service Option
- Agency :**
 - First : GLORIA
 - Middle :
 - Last :
- Telephone Number :** (603)820-1641
- Address:**
 - Manchester New Hampshire 03103
 - County: Hillsborough

The background screen shows a table of placement history with columns: Entry Date, Exit Date, Type Of Care, Resource Name, Resource ID, and Resource. The entry for 01/31/2014 to 04/25/2014 is highlighted, showing 'Individual Service Option'.

The below screen shows indication if the child has disabilities:

The screenshot shows the 'Svc/Auth - HEATHER' screen. The 'Removals' section displays a table with columns: Date Removed, Contrary/Welfare, and Removal End Date. The entry for 11/07/2005 is highlighted, showing '11/07/2005' and '11/10/2006'.

The 'Removal Context' section contains the following information:

- Relatives Considered for Placement:** Yes, no relative available
- Contrary to the Welfare:** Yes, Document Submitted (05/23/2007) Verified
- Child Removed From:** Parents (Both)
- Type of Removal:** Court-Ordered
- Caretaker Family Structure:** Married Couple
- Child Diagnosed with Disability:** Yes
- Reason for Removal:** Not yet determined

The below screen shows indication of what type disability the child has, the begin date as diagnosed and if it is a valid Adoption and Foster Care Analysis Reporting System (AFCARS) selection:

Characteristic	Start Date	End Date	AFCARS	Specifics
ADD with Hyperactivity (ADHD)	04/01/2015	00/00/0000	Y	
Medication Required	00/00/0000	00/00/0000	N	
Other(Specify)	00/00/0000	00/00/0000	N	Anxiety
Specific Learning Disability	04/01/2015	00/00/0000	Y	
Wears/Needs Glasses	00/00/0000	00/00/0000	N	

Other benefits of the system identified by stakeholders include the following: The system provides immediate access to information on a statewide basis:

- A web-based provider billing portal has been implemented to improve the payment process for providers who care for the children and families of New Hampshire;
- Two new structured risk and safety assessment tools have been implemented in the Statewide Automated Child Welfare Information System (SACWIS) to assist CPSWs and JPPOs develop case plans to improve outcomes and safety for the children who they serve;
- The information is available for children that are in “unpaid” (i.e., unlicensed relative care) as well as “paid” placements;
- The system includes ticklers for administrative reviews and permanency hearings; and
- Recent modifications to Bridges to address many past concerns have made it more user-friendly.

On November 13, 2008 the State received a letter from Administration for Children and Families regarding the final determination of the Statewide Automated Child Welfare Information System review. Administration for Children and Families noted that the Bridges Statewide Automated Child Welfare Information System is fully compliant with Federal SACWIS requirements. These requirements included the system’s ability to identify the status, demographic characteristics, location, and goals for the placement of every child who is (or within the immediately preceding twelve months, has been) in foster care.

COURTSTREAM

CourtStream is a web-based information system with many capabilities that are very well suited for the needs of a facility such as the Sununu Youth Services Center (SYSC). The system has the capacity to track a number of critical functions for a variety of individual client and facility needs. For example, the Clients area contains the list of all youth currently in care at Sununu Youth Services Center, and can be edited by the user to show all youth separated by housing unit, by last name etc. This section also shows the current level and status of all youth at the facility. Additionally, staff are able to capture each individual youth's progress in treatment and any behavioral or safety incidents.

CourtStream also allows staff to keep a real time running log of all activities and events occurring in the facility through use of the Daily Log. This log gives the Division the ability to know exactly where all youth in the facility are located on and off grounds for safety and security reasons and court appointments etc. at any given time.

One of the most valuable functions of this system is the ability to send alerts with any of the above-mentioned reports. Alerts can be sent to any registered CourtStream user in the state with a single click, so that staff throughout the facility involved in various aspects of the youth's programming can be kept immediately apprised of any progress or issues. Additionally, Juvenile Probation and Parole Officers in the field were given read-only access to the system in 2013 and trained in its usage, and Child Protective Service Workers were given access in 2014. Due to Juvenile Probation and Parole Officers and Child Protective Service Workers being registered CourtStream users, they are now alerted via email within minutes of the report being generated each time a youth on their caseload makes progress, has a minor setback, or a major incident. This communication capability allows for increased communication between facility and field staff in that it makes it nearly effortless.

DATA CONSIDERATIONS

The Bridges user community has been deriving assessment information from the Bridges Enterprise Data Warehouse on a regular basis to support field and management assessment decision-making. The Enterprise Data Warehouse is populated via the Bridges System on a nightly basis. Since Bridges is the SACWIS (Statewide Automated Child Welfare Information System), it will capture, store, and display eligibility results including clients' individual eligibility history. Also, due to enhancements of Title IV-E determination results, the Division for Children, Youth and Families will be able to report and analyze trends with greater accuracy. Two federal reporting projects are vital to the data for the CFSR and State Data profile. The two projects, AFCARS and NCANDS are outlined below.

Adoption and Foster Care Analysis and Reporting System (AFCARS) Assessment Reviews are conducted in order to verify the State information system's capability to collect, extract, and

transmit AFCARS data accurately in accordance with “The Federal Regulations and ACF’s Policies.”² The submission of this data is also a requirement of the Statewide Automated Child Welfare Information System (SACWIS) compliance. AFCARS regulations are found at 45 CFR 1355.40 and provide the guidelines for collection of uniform and reliable information on children who are under the placement and care responsibility of the State’s Title IV-B and Title IV-E agency and children adopted under the auspices of the State public Child Welfare Agency. States failing to meet the standards detailed in 45 CFR 1355.40(a-d) are considered out of compliance with Statewide Automated Child Welfare Information System requirements. The AFCARS extract program has been rewritten to ensure an updated criterion is incorporated due to system changes throughout the past few years. Along with that, some changes and enhancements were made in accordance to an AFCARS Improvement Plan (AIP). New Hampshire is currently going through a revamped AIP and will be implementing changes and enhancements as directed by the revamped AIP. Some changes to the Bridges system will include trial home visit application changes that will enable staff to better indicate the trial home visit data. Another change will better define relative relations and retrieve the relative demographics.

New Hampshire passes the AFCARS compliance checks. Below are the child demographics compliance percentages for AFCARS Elements six through seventeen for the latest submission at this time of October 1, 2015 through March 31, 2016:

Date of Birth (*Element 6*): 100 percent compliant

Sex (*Element 7*): 100 percent compliant

Race (*Element 8*): 2.6 percent Missing Data

Hispanic Ethnicity (*Element 9*): 100 percent compliant

Diagnosed with Disability (*Element 10*): 100 percent compliant

Disability Types (*Elements 11-15*): 100 percent compliant

Has Child Been Adopted (*Element 16*): 1.07 percent Internal Consistency Error

If Yes, How Old (*Element 17*): 1.07 percent Internal Consistency Error

In calendar year 2015, Statewide Automated Child Welfare Information System reported a total of approximately 36,681 clients were served by the Division for Children, Youth and Families. There were 3,171 open for Juvenile Justice Service cases and 2,241 open Children, Youth and Families’ cases.

² Excerpted from the USDHHS/ACF/ACYF/Children’s Bureau, State Guide to an AFCARS Assessment Review dated December 2003.

National Child Abuse and Neglect Data System (NCANDS) is a national data collection and analysis system created in response to the requirements of the Child Abuse Prevention and Treatment Act (Public Law 93-247) as amended. This data is input for the Child and Family Service Review.

The Division for Children, Youth and Families completed a major re-write of New Hampshire's NCANDS process in 2014. As a result, the number of validation errors in the FFY 2015 report will be greatly reduced. This was followed by an update in 2015 that included the following:

- Modifications to Investigation Start Date, to ensure inaccurate data;
- Inclusion of additional sources of data for reporting risk factors for Domestic Violence and Inadequate Housing;
- Inclusion of additional sources of data to report services for Independent Living and Transition services, as well as Pregnancy/Parenting Services for Young Parents; and
- More accurate reporting on Services Begin Date.

Additionally, DCYF has identified possible changes to Bridges that would allow the Division to report Incident Date in the NCANDS file, as well as living arrangement at the time of the incident. Other potential changes to Bridges would result in

- More complete reporting on military families;
- Fewer validation errors in investigation start date;
- Fewer validation errors in County of Residence; and
- Fewer blank fields for client age.

In June 2015, the Division received approval from the Administration for Children and Families (ACF) on its AFCARS Improvement Plan. This approval was based on a result of an AFCARS assessment review and noted the extensive work done by the Division's Bureau of Information Systems. In the long-term this achievement will improve the integrity and accuracy of the data being provided to ACF.

QUALITY ASSURANCE

The State plans to use both the Data Quality Utility and the Frequency Utility in efforts to ensure better AFCARS file integrity. With the new Apex application, the AFCARS file can be run from either October or April for up to six months which provides the opportunity to check the file on a continual six month basis until submission for that selected report period.

In addition, the State is developing other techniques for monitoring the accuracy and timeliness of data entry. It plans to continue to enhance monitoring analysis by utilizing a variety of queries to interrogate the data for quality improvement opportunities.

An example of ongoing monitoring techniques is the isolation and correction of data entry errors improving the data integrity. Other future enhancement opportunities have been identified in the Statewide Automated Child Welfare Information System through AFCARS data analysis to include improved tracking of “Relative Placements” and “Trial Home Visits”.

Another example of monitoring data for accuracy is through the Result Oriented Management (ROM) system. Result Oriented Management is an easy to use web-based reporting application that is being offered to Child Welfare agencies across the country. A vital component of Result Oriented Management is the data reports developed for DCYF. ROM Reports are designed to provide access to current data on CFSR federal outcomes and a wide range of other important performance measures and indicators. Result Oriented Management Reports is a well-tested system that was developed by the University of Kansas and is being used in nine other states as well. New Hampshire DCYF is working with the University of Kansas to develop new case practice reports in the Result Oriented Management (ROM) system. Furthermore, the Division is working with University of Kansas in order to improve the accuracy of the reports already created, especially the Juvenile Justice specific reports prior to them being released for the field to use. In-home case reports, an intake report, and Juvenile Justice reports that include recidivism and offenses have been created. The in-home reports are already available to the field. The other reports will be released after further testing of the data.

The Division has also implemented management reporting procedures as another data monitoring technique. The management reports are run on a weekly and monthly schedule depending on the report. These reports monitor a variety of subjects to include, face-to-face contacts, assessment, family service and fiscal reports. DCYF data analysts also create Ad-Hoc data reports on an “as needed” basis for the Division.

New Hampshire Bridges, DCYF’s Statewide Automated Child Welfare Information System (SACWIS) ensures the accuracy of data to allow the DCYF staff to readily identify the status, demographic characteristics, location, and goals for the placement of every child as described in the overview section.

STRENGTHS

New Hampshire Bridges provides a series of screens, which guide Intake Workers and Supervisors through the process of collecting basic information about reporters, subject families, and allegations, as well as recording contacts with collateral parties. The system guides staff through the process of accepting a referral for further assessment or recording the reasons a referral is not accepted. Finally, the Central Intake Supervisor uses the system to transfer the referral to a local district office for further assessment. The system keeps a log of all contacts and transfers, as well as providing a utility for freezing the information recorded in the system at the point that key decisions are made. All children under care are recorded and tracked in the New Hampshire Statewide Automated Child Welfare Information System application. Since New Hampshire Bridges is fully compliant with Administration for Children and Families as a Statewide Automated Child Welfare Information System, it is the system of record and there are

no other alternative systems for tracking children. For example, children in different geographical areas throughout the State or for different groups in out-of-home care are recorded and tracked through the same system.

New Hampshire Bridges provides for a case planning process, including a family services planner. In addition, there is a separate placement planning process to specify the placement plans for children placed out of their homes. This process begins with an assessment of needs and strengths of the child and the family, and proceeds through setting goals and determining services needed to reach goals. The planning process then feeds into a service authorization process, which allows the worker to match the child to needed services (based on child and service provider characteristics). Supervisory approvals are required at various points along the way. Should legal action be required as part of the case plan, New Hampshire Bridges provides for tracking that process as well. The following projects are examples of recent enhancements to the New Hampshire Statewide Automated Child Welfare Information System.

Medicaid Managed Care Organizations (MCOs):

In order to perform medical care coordination for children who are involved with DCYF, the Medicaid Managed Care Organizations require certain information, such as the name and contact information for the child's medical decision-maker, the child's address, and his/her caregiver, as well as the child's DCYF case manager. Some of this information, for children in placement, is currently sent to the Medicaid eligibility system through an interface.

Although DCYF currently has an interface with the Medicaid Management Information System (MMIS), it does not target the required population (only children, in specific kinds of cases), and does not include the additional information about caregivers, legal status, and case manager. The current interface will need to be expanded in order to include the required data.

As an additional issue, DCYF currently receives claims history information from Medicaid Management Information System for claims resulting from Medicaid Authorizations initiated in New Hampshire Bridges. At some point in the future the services initiated by these authorizations will be paid by the Medicaid Managed Care Organization rather than directly by Medicaid Management Information System. For querying and provider relations support, DCYF will need to know which Medicaid Managed Care Organization paid each of these claims. The development on this project will be completed 2016.

Adoption Foster Care Analysis Reporting System (AFCARS):

The AFCARS program was completely rewritten to produce a more accurate file in FFY 2014. This project will modify the AFCARS file to include AFCARS improvements according to the AFCARS Improvement Plan (AIP). Make corrections to the file needed outside of AIP, and make Bridges changes as requested

by Administration for Children and Families (ACF) and accepted by New Hampshire. This data is input for Child and Family Service Review. Analysis for future AIP enhancements will be ongoing throughout the FFY 2016 and development in FFY 2016 and FFY 2017. Additionally, New Hampshire DCYF has responded to the AFCARS Notice of Proposed Rulemaking (NPRM) and will be doing research in FFY 2016.

Child Care Development Fund (CCDF) Rule Change:

Federal regulations regarding child care reimbursement have been in effect since 1998. The Federal Administration for Children and Families, Office of Child Care has proposed significant changes to the rules governing the Child Care and Development Fund (CCDF). Simultaneously, Congress has developed a reauthorization bill for the Child Care Development Block Grant, the law governing Child Care and Development Fund, which has passed in the House of Representatives and for which there is a vote scheduled in the Senate in November. To bring the SACWIS application in-line with the new federal regulation the analysis was started in 2015 and development in 2016.

Results Oriented Management (ROM):

New Hampshire DCYF is working with University of Kansas to develop new case practice reports in the Result Oriented Management (ROM) system. Results Oriented Management is an easy to use web-based reporting application that is being offered to child welfare agencies across the country. The software provides a simple and inexpensive way to access data – a vital component of Results Oriented Management. Results Oriented Management Reports is designed to provide access to current data on CFSR federal outcomes and a wide range of other important performance measures and indicators. Results Oriented Management Reports is a well-tested system that was developed by the University of Kansas and is being used in nine other states. The “In-Home” placement population was added to this database in FFY 2016.

National Youth in Transition Database (NYTD):

The New Hampshire National Youth in Transition Database process will be modified to more accurately identify the baseline and follow-up populations. The new method allows for the reality that National Youth in Transition Database surveys may be entered into the system sometime after the forty-fifth day, and uses the surveys save event as a trigger to evaluate the client for inclusion in the baseline and follow-up populations. This project was completed during the FFY 2015.

Bridges and New Hampshire First Interface (State Financial System):

The Bridges checks are produced in a system known as *CheckWriter* by staff at the Administrative Service Data Center (ASDC). *CheckWriter* is used to create the bi-weekly financial cycle and is written in Power Builder 8, which is no longer

supported. The current agency standard is Power Builder 12. Additionally, *CheckWriter* cannot support direct deposits to pre-paid debit/credit cards that are becoming more frequently used by the New Hampshire Bridges providers. The New Hampshire First Interface will support pre-paid debit/credit cards. The New Hampshire Bridges interface with New Hampshire First will be reducing the number of checks it produces, at an estimated cost of \$17.50 per paper check. This project will eliminate the antiquated software, *CheckWriter* and save the State over a million dollars a year in check processing fees. This project was postponed in FFY 2014. The analysis phase will start in FFY 2016.

Title IV-E Administrative Cost Review (ACR) Bridges Project:

DCYF participated in a pilot review on Title IV-E Administrative Costs. As a result, DCYF has a report of findings the Division must address. Many of the findings have to do with the current case load statistics report that are used for the Title IV-E eligibility rates which is not accurate. Many changes in Bridges must occur for the eligibility statistics to be accurate. The analysis and design phase was completed in FFY 2015. The development phase will be completed in FFY 2016.

DCYF Assessment Process:

DCYF is reviewing the current Assessment practice to evaluate the evolving field practice. This analysis began in FFY 2016 and will continue through FFY 2017. The Division anticipates modifications to its assessment process will be further implemented in response to the outcome of the independent evaluation that is to be completed in November 2016. One modification has already been identified regarding how Central Intake handles new allegations for families already having a current open assessment. New Standard practice states that if a family has a current open assessment that has been open less than forty-five days, the new allegations (different incident) will be added to the current open assessment rather than generating a new referral. A manual workaround has been utilized prior to the current changes in Bridges. The enhancement allows Central Intake to add new allegations with response priority levels to an already open assessment. The Bridges requirement phase will be completed during FFY 2016.

National Child Abuse and Neglect Data System (NCANDS):

The Division is in the process of a major re-write of the National Child Abuse and Neglect Data System process for New Hampshire. This allowed the state to include four new federally-required elements, and to make extensive updates to the extract file. As a result, the number of validation errors in the FFY 2014 report will be greatly reduced: only about 2.5 percent of records will have an error in one of the 150 elements. The vast majority of those errors occur in one of the new elements "Investigation Start Time". The Division has identified possible edits to the investigation start time field in the SACWIS, which could reduce the overall error

rate to close to zero. The re-write of NCANDS was completed in FFY 2015. Additional maintenance for data improvement will be developed in FFY 2016.

New Hampshire DHHS Data Security Project:

As part of a larger Department of Health and Human Services (DHHS) data security project the New Hampshire SACWIS (Bridges) team is reviewing the current processes to determine if there is the need to enhance the security capability in the application in FFY 2016. Some of the new security functionality was added in FFY 2015 to include a more complex password login and limiting access to social security numbers through the application. Additionally new performance functionality was implemented with table modification to improve performance in the Bridges claims process as well.

DHHS Master Client Index:

As part of a larger DHHS project the New Hampshire SACWIS (Bridges) team will be doing research and analysis to determine the scope of effort to enumerate clients across DHHS systems to allow for holistic case management. This project supports the establishment of a Master Client Index, which is essential for the holistic case management across the DHHS service continuum. Every DHHS system will need to support an interface for clearance when adding any new clients as well as at the time of conversion to “prime” the master client index. The research and analysis phase is scheduled for FFY 2016.

SOURCES OF DATA ON CHILD MALTREATMENT DEATHS

The response below was developed in collaboration with New Hampshire’s NCANDS contact and is taken from New Hampshire’s State Commentary Template for FFY 2014:

SOURCES

Data for the Agency File were obtained from the New Hampshire Department of Justice as well as the New Hampshire Statewide Automated Child Welfare Information System (New Hampshire Bridges).

There is no use of “other” with regard to fatalities. The State reports fatalities (unduplicated) in both the Division and Child files.

Case Review System

ITEM 20: HOW WELL IS THE CASE REVIEW SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT EACH CHILD HAS A WRITTEN CASE PLAN THAT IS DEVELOPED JOINTLY WITH THE CHILD'S PARENTS(S) AND INCLUDE THE REQUIRED PROVISIONS?

CASE PLAN

One of the Divisions for Children, Youth and Families' principle beliefs is that permanency planning for children and youth should begin at the time of removal and continue until a permanency plan is achieved. Engaging families and youth in decisions about permanency, safety and well-being increases the likelihood of a successful permanent plan through a process that builds trust and embraces transparency. Over the past five years the development of the New Hampshire Practice Model included implementation of family engagement strategies aimed at assuring that family and youth voice were included in the development of case plans goals and identification of actions to achieve those goals. To accomplish this, the Division revised case plan tools to incorporate the key concepts of Solution Based Casework in the work with families. This included comprehensive revision to the case plans to be completed with parents involved with the Division due to a finding of abuse and neglect. These changes were fully incorporated into the Statewide Automated Child Welfare Information System in Bridges in August 2014. As a result of Dana Christensen's Solution Based Casework "refresher" training Division staff received in January 2015, further revisions were made to the Juvenile Justice Community Supervision Plan and Placement Plan. This was done with the intention of assuring that families were actively engaged in the development of the case plans and that the parents and youth were fully aware of the tasks that needed to be completed in order to achieve best outcomes towards permanency.

In recognition of the significant impact the application of Solution Based Casework would have on family engagement, the Division has made a concerted effort to establish a rigorous case review system designed to function in such a way as to verify that there is consistent, ongoing, and sustained attention to achieving timely permanency for all children, youth and families involved with Child Protection and Juvenile Justice Field Services. Of particular importance in conducting case reviews is determining if field staff is focusing on inclusion of parent and youth voice in the development of case plans and that services and supports are being provided to help the families build competence in their ability to manage situations that are difficult for them.

Written case plans are to be developed within sixty days of the date a child is removed from the home. In Child Protection cases these plans are developed jointly with the parents and are to be updated every six months. The case plan is signed by the parents and child/youth when age appropriate. For Juvenile Justice cases the Community Supervision or Placement Plan are also developed in collaboration with the youth and the parent. For Child Protection and Juvenile Justice cases, the supervisor reviews and sign off on the completed plan. It is expected these plans are reviewed regularly with the family and updated every six months. Field staff are expected to document that the case planning process includes ongoing conversations with the

family regarding the sequence of events that led to the Division's involvement with the family and identification of Individual and Family Level Objectives that can improve family functioning and ultimately assure child safety.

CASE PLAN DOCUMENTATION FROM CALENDAR YEAR (CY) 2015:

Case Plan Documentation for 2015

New Cases in 2015	382
Case with at least on case plan documented:	316
Total number of documented case plans	445
Average case plans per case:	1.4 average with a range from 1 to 6 per case
Percent of new child protection cases in 2015 having at least one case plan in Bridges:	83%

Data Source: NH Bridges

The documentation of case plans in Bridges has increased over last year's report. Last year seventy-eight percent of cases had at least one case plan documented in Bridges for 2014 new cases. Despite a twenty-three percent increase in new cases for CY 2015 over CY 2014; there was a five percent increase for documented case plans. It should also be taken into account that the number of new cases accounts for all cases that were opened on Bridges no matter the outcome of the case (i.e. petition withdrawn or case dismissed, etc.).

Documentation for 2015

First case plan documented in Bridges within 30 days of open date	77
First case plan documented between 31 and 60 days	172
First case plan documented between 61 and 90 days	46
First case plan documented between 91 and 180 days	19
Cases that had a case plan that exceeded 180 days before documentation in Bridges	2
Percent of cases that had their first case plan documented within 60 days of case open.	79%

Data Source: NH Bridges

Note: If there is not a case plan documented this could be due to a case that was not open long due to reasons such as: court action or client moving out of state or perhaps opening at the end of the year and as of May 11, 2016 the worker has not yet entered it into Bridges.

There was significant increase in the timeliness of the case plans documented in Bridges. In 2014 the documented creation of case plans in bridges within sixty days was fifty-three percent while for new cases in 2015 seventy-nine percent had a documented case plan within sixty days of the case open date.

Case Practice Reviews demonstrate that the Division for Children, Youth and Families' staff are committed to the application and integration of Solution Based Casework in their interaction and intervention with families. Internally, case consultations are held on a regular basis and the Division has the capacity to track quantitative data related to number of FAIR and Solution Based Family Meeting meetings held with families. The Case Practice Review Process provides greater qualitative information as to how families experience Division involvement through the stakeholder interview process.

ITEM 21: HOW WELL IS THE CASE REVIEW SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT A PERIODIC REVIEW FOR EACH CHILD OCCURS NO LESS FREQUENTLY THAN ONCE EVERY SIX MONTHS, EITHER BY A COURT OR BY ADMINISTRATIVE REVIEW?

PERIODIC REVIEW

New Hampshire continues to incorporate an administrative case review process for placement cases that is specifically aimed at assuring the question “can this child/youth be safely returned home” is at the forefront of every meeting. Family Assessment Inclusive Reunification (FAIR) Meetings include a review of the status of the case, the case plan, the child/youth's safety, well-being, and plans for permanency. These meetings are held within specific timeframes and are facilitated by an objective party whose primary role is to create a forum for family engagement, where families are active participants and have a voice in their case planning, permanency planning, and case progress. While Family Assessment Inclusive Reunification is specific to Child Protective and Juvenile Justice Placement cases, New Hampshire has also incorporated a similar process to assure periodic and ongoing review of in-home cases through the utilization of “Solution Based Family Meetings” (Solution Based Family Meetings). These meetings are designed to address with the family what is working, what is not working, determine how the Division can be of assistance in addressing the family's needs, and establishing a detailed plan of actions/goals that include behaviorally specific tasks to accomplish the goals. Once the plan is established SBFMs are to be scheduled at the four month, ten month and every six months thereafter throughout the life of the case. Focus of the meetings is to be on reviewing the status of the case plan including how the family is managing continued safety, finding and maintaining family and/or community supports and resources, and updating the plan as needed to celebrate accomplishments and review tasks that still need to be accomplished.

According to the “Results Oriented Management Placement Counts report extracted on May 10, 2016 and New Hampshire Bridges” there were 1614 unduplicated children/youth in placement during 2015 involved in 1270 unduplicated cases. There were 1113 children/youth (841 cases) that had at least one documented Family Assessment Inclusive Reunification meeting during Calendar Year 2015 with a total of 1855 documented FAIR meetings held. There was an average of 1.67 Family Assessment Inclusive Reunification meetings per youth.

Sixty-five percent (728) of the children/youth in placement have reunification as their most recent documented permanency goal. 75.8 percent (552) of those children/youth have a documented Family Assessment Inclusive Reunification meeting with an average of 1.69

meetings per child/youth (935 FAIR meetings held). 64.13 percent of mothers attended the last FAIR meeting held in 2015 regarding their child/youth when the goal was reunification. 28.08 percent of father attended, while 24.46 percent of children/youth attended their last Family Assessment Inclusive Reunification meeting in 2015. 75.91 percent of mothers attended at least one FAIR meeting regarding their child during Calendar Year 2015 when the permanency goal was reunification. 37.32 percent of fathers attended at least one FAIR during Calendar Year 2015. When the goal was reunification, 28.99 percent of children/youth attended at least one Family Assessment Inclusive Reunification meeting during 2015.

Of the youth in placement, 105 (9.4%) had a documented permanency goal of APPLA. 94.3 percent (99) of the APPLA youth had at least one documented FAIR meeting during Calendar Year 2015. There were 164 FAIR meetings documented for youth with permanency goal of APPLA (1.66 average per youth). 20.2 percent of mothers and 11.11 percent of fathers attended the last FAIR meeting in 2015 when the permanency goal was APPLA compared to 58.59 percent of youth attended their last documented Family Assessment Inclusive Reunification meeting in 2015. 71.72 percent of youth attended at least one Family Assessment Inclusive Reunification meeting in Calendar Year 2015 when the permanency goal was APPLA.

Child Protective cases that are court involved have regularly scheduled court review hearings that occur at the three, six and nine month mark following the dispositional hearing with a permanency hearing held at twelve months. To assure Permanency Hearings occur timely the date of these hearings are most often scheduled at the onset of placement. Subsequent to the twelve month permanency hearing, periodic reviews continue every three months thereafter pending the final achievement of permanency for the child or youth. Juvenile Justice cases are heard at least every six months unless there is cause to bring forward a review hearing prior to that.

ITEM 22: HOW WELL IS THE CASE REVIEW SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT, FOR EACH CHILD, A PERMANENCY HEARING IN A QUALIFIED COURT OR ADMINISTRATIVE BODY OCCURS NO LATER THAN TWELVE MONTHS FROM THE DATE THE CHILD ENTERED FOSTER CARE AND NO LESS FREQUENTLY THAN EVERY TWELVE MONTHS THEREAFTER?

PERMANENCY HEARING

The chart below illustrates that timeframes of Permanency Hearings held for children and youth that were removed by Child Protective Service in Calendar Year 2013

PERMANENCY HEARINGS HELD

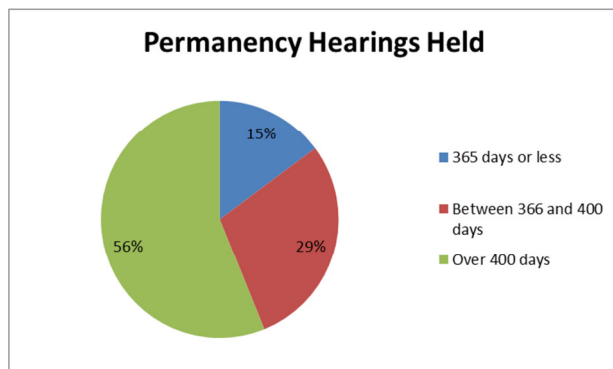
325 children/youth involved with Child Protective Services entered out-of-home care in calendar year 2013

213 remained in out-of-home care greater than 365 days

155 of those in out-of-home care more than 365 days had a permanency hearing documented

73% of the children/youth in care more than 365 days had a permanency hearing documented in Bridges

Data Source: ROM Placement Counts report extracted on 5/10/16 and NH Bridges



Data Source: ROM Placement Counts report extracted on 5/10/16 and NH Bridges

Result Oriented Management, Permanency in twenty-four months (of those entering 24 months ago) report for January 2015 through December 2015 (extracted on 5/12/2016) shows that sixty-two percent of the youth who entered out-of-home care in 2013 met permanency within twenty-four months and thirty-two percent met permanency within twelve months.

With the statewide implementation of “Another Planned Permanent Living Arrangement Protocols” in December of 2015, the Division for Children, Youth and Families has created a new court report specific to youth in open cases with the goal of Another Planned Permanent Living Arrangement. . It is expected that the court will guarantee there is sufficient inquiry during the review hearing of these cases on whether or not the youth has a primary caring adult or what efforts need to be made to get one. Additionally, sufficient inquiry is required to determine that the Another Planned Permanent Living Arrangement permanency plans are meaningful and planned and address the well-being of every youth involved, including a youth’s education, healthcare, potential employment, and living arrangements.

In addition to the formal Family Assessment Inclusive Reunification, Solution Based Family Meetings, and the court review process discussed above, periodic reviews of case plan goals, tasks and achievement of goals also take place at treatment team meetings, during Solution Based Casework Case Consultations, at internal Permanency Planning Team (PPT) meetings and in Child Protection cases, at the time of transferring a case from Assessment to Family Services.

PERMANENCY PLANNING TEAM MEETINGS THAT WERE HELD IN CALENDAR YEAR 2015.

1258 Permanency Planning Team meetings were held and documented in Bridges during Calendar Year 2015 on 754 clients involved in 525 cases.

Thirty-one of the PPTs were held regarding twenty-six Juvenile Justice youth.

On average there were 2.39 Permanency Planning Team meetings held per child/youth that had a PPT in CY 2015.

There were 758 Child Protection youth in placement at the end of CY 2015, based on this number, 96.31% of child protection clients had at least one PPT during CY 2015.

Data Source: NH SACWIS and ROM (extracted on 5/26/2016)

ITEM 23: HOW WELL IS THE CASE REVIEW SYSTEM FUNCTIONING TO ENSURE THAT THE FILING OF TERMINATION OF PARENTAL RIGHTS (TPR) PROCEEDINGS OCCURS IN ACCORDANCE WITH REQUIRED PROVISIONS?

TERMINATION OF PARENTAL RIGHTS

When Termination of Parental Rights is the recommended goal at the Permanency Hearing it is expected that Child Protective Services will file the required Termination of Parental Rights packet timely. Although the Adoption and Termination of Parental Rights protocols developed by the Court Improvement Project were piloted in the Concord and Franklin Family Courts in 2010 have not been adopted statewide, it is consistent practice in most district offices that the Termination of Parental Rights packet is ready to file at the time of the permanency hearing. Upon receipt of the court order it is expected the packet will be filed within thirty to sixty days. The Model Court has committed to updating the Permanency Protocols referenced above, and is actively working on this with a goal of completing the revisions by the end of 2016, with a statewide roll out anticipated in 2017. The focus of these protocols is to identify and address any barriers to achieving timely permanency and to provide timeframes for filing petitions, providing timely notification to parents and addressing any barriers that arise in a timely manner.

TPR FILED

There were ninety-one unduplicated children/youth who entered care in 2013 who had/have the permanency plan of adoption

Sixty-two (68%) of those children/youth had either a termination of parental rights petition or a surrender of parental rights petition filed with the court. Seventeen additional children were freed for adoption according to Bridges; however there is no documentation in Bridges of TPR or surrender petitions being filed in the court. Providing the additional seventeen children/youth without documentation did indeed have a petition files, 87% of the children/youth with a plan of adoption had a petition filed. There are sixty-nine children/youth who have a plan of adoption who were freed for adoption.

Twenty-one of those were filed within fifteen months of the child/youth's removal from their home.

An additional thirty-two petitions were filed between fifteen and eighteen months of the child/youth's removal

The twenty-one remaining exceeded the eighteen months of the child/youth's removal from their home before a termination of parental rights or surrender petitions were filed.

Data Source: ROM Permanency in 24 months (of those entering 24 months ago) report (extracted on 5/12/2016) and Bridges

(Note: The number of children/youth represented for the number of months to file are duplicative if more than one petition was filed regarding a child/youth resulting in a different time category.)

Fifty-eight of the children/youth who had a plan of adoption have been discharged from care through adoption.

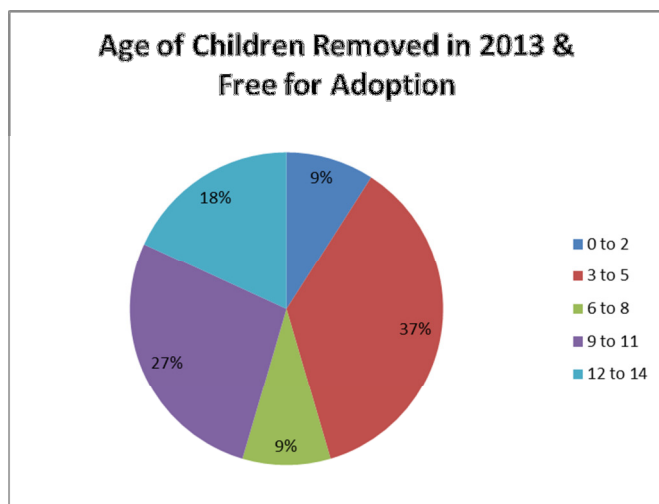
Sixty-three percent of the children/youth with a permanency plan documented as adoption, who were removed in calendar year 2013, have been adopted as of May 11, 2016.

It should be noted that an additional twelve children/youth were adopted who did not have a documented permanency plan of adoption.

The cases with the remaining thirty-three children/youth with a permanency plan of adoption remain open; eleven of those children/youth (eight cases) are free for adoption, being freed for adoption between four and twenty-two months ago.

Data Source: ROM Permanency in 24 months (of those entering 24 months ago) report (extracted on 5/12/2016) and Bridges

The chart below represents the ages of the eleven children and youth who were removed from their homes in calendar year 2013 and are currently free for adoption.



Data Source: ROM Permanency in 24 months (of those entering 24 months ago) report (extracted on 5/12/2016) and Bridges

Although the Termination of Parental Rights (TPR) packet is filed with the courts within thirty to sixty days of the court's permanency order, scheduling of the initial TPR hearing and subsequent trial is frequently delayed for an extended period of time. While some courts are able to schedule the initial hearing within ninety days, most offices report that the initial hearing is not scheduled for at least six months, and in some instances even later. This is a systemic issue that

the Division has and will continue to address. The opportunity has presented itself through continued work with the Court Improvement Project. The Division for Children, Youth and Families will work with the Court Improvement Project to bring forward the permanency protocols statewide in 2017 now that the statewide roll-out of the “Another Planned Permanent Living Arrangement protocols” were finalized in late 2015. This should make a significant impact on permanency timeframes. A barrier that will need to be addressed is the availability of court time as this had been identified as a significant challenge that the courts are facing.

In addition the SACWIS does not allow for ready access to data that indicates Termination of Parental Rights were filed timely. This will likely require development of a Bridges change request and a detailed business requirements document to be completed in order for the programmers to make the necessary changes to New Hampshire Bridges so that this data can be routinely obtained in the future.

ITEM 24: HOW WELL IS THE CASE REVIEW SYSTEM FUNCTIONING TO ENSURE THAT FOSTER PARENTS, PRE-ADOPTIVE PARENTS, AND RELATIVE CAREGIVERS OF CHILDREN IN FOSTER CARE ARE NOTIFIED OF, AND HAVE A RIGHT TO BE HEARD IN, ANY REVIEW OR HEARING HELD WITH RESPECT TO THE CHILD?

To assure foster parents, pre-adoptive parents, and relative caregivers of children in foster care are notified of, and have a right to be heard in any review or hearing held with respect to a child or youth in their care, in 2012 the Division established guidelines for staff on how this was to occur. A written Notification of Hearing letter is to be sent to these caregivers and it is expected that staff will document in Bridges that this has been done.

HEARING NOTICES SENT

Child Protective Services Hearing Notices Sent	
Child Protective placement cases opened in 2015	261
Percent increase over 2014	18% increase
Child Protective cases opened in 2015 with a child in foster or relative care	229
Child Protective cases opened in 2015 that had a hearing notice sent.	127
Total number of documented sent hearing notices	230
Average hearing notice sent per case	1.8 hearing notices Range from 1 to 6 hearing notices sent per case.
Total percent of cases with a child in foster or relative care that had a documented hearing notice sent	55%

Data Source: ROM Placement Counts report extracted on 5/10/16 and NH Bridges

The most current data, according to Bridges, indicates there were 261 new Child Protective Placement Cases in Calendar Year 2015. Of those cases, 229 involved a placement in foster or

relative care. Hearing notices were sent on 127 of those cases, with an average of two notices sent per case. Therefore, fifty-five percent of the placement cases, with a placement in relative or foster care at any point since the case opened in 2015, have documentation of sending notification of hearing to the foster or relative caregiver. To address this, the Division for Children, Youth and Families' Administrator of Field Services is working with the district offices on assessing their data entry tracking methods and procedures for ensuring the notices are sent. This topic will be discussed further during the DCYF Leadership meeting in July 2016.

As stated throughout this document the advent of Solution Based Casework resulted in significant changes to the case planning process that is moving the Division to a foundation of work with families designed to be more engaging and inclusive. Changes were made to the case plan that reflects Solution Based Casework Principles. As part of the Division's Quality Assurance System, Case Practice Reviews occur on-site in district offices. These include a file review to determine if there is a written case plan signed by the parents in the case file, documentation of the extent to which the parents are involved in case planning and when possible, a face-to-face interview is scheduled with the parent(s) to further assess their involvement in developing the case plan goals/objectives and tasks. The results of these reviews are shared with the district office supervisors and staff and Practice Improvement Initiatives (PIIs) are developed at the local level. These Practice Improvement Initiatives focus on case planning and inclusion of family voice when this is identified as an area needing improvement and improvement outcomes are monitored by district office supervisors and administrators on a monthly basis.

Quality Assurance Systems

ITEM 25: HOW WELL IS THE QUALITY ASSURANCE SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT IT IS (1) OPERATING IN THE JURISDICTIONS WHERE THE SERVICES INCLUDED IN THE CHILD AND FAMILY SERVICES PLAN (CFSP) ARE PROVIDED, (2) HAS STANDARDS TO EVALUATE THE QUALITY OF SERVICES (INCLUDING STANDARDS TO ENSURE THAT CHILDREN IN FOSTER CARE ARE PROVIDED QUALITY SERVICES THAT PROTECT THEIR HEALTH AND SAFETY), (3) IDENTIFIES STRENGTHS AND NEEDS OF THE SERVICE DELIVERY SYSTEM, (4) PROVIDES RELEVANT REPORTS, AND (5) EVALUATES IMPLEMENTED PROGRAM IMPROVEMENT MEASURES CASE PRACTICE REVIEWS?

The Division's Bureau of Organizational Learning and Quality Improvement is responsible for the statewide quality assurance and improvement process. Oversight of state quality improvement processes includes data collection, research and analysis, program improvement, policy development and training.

An integral component of performance measurement and accountability in New Hampshire is the Case Practice Review (CPR) and Practice Improvement Initiative (PII) process. The Administration for Children and Families' CFSR framework and the On-Site Review Instrument (OSRI) continue to drive New Hampshire Case Practice Review's. In 2015, the Division

continued to conduct Case Practice Reviews on a regular quarterly schedule, while also designing and implementing changes to the process to improve the reviews and prepare for the Child & Family Services Review scheduled for 2018.

During this past year, Bureau of Organizational Learning and Quality Improvement identified organizational strengths and needs related to the roll-out of the Online Monitoring System (OMS) and created an enhanced Quality Assurance Process. The first phase began with the implementation of the Online Monitoring System and increased capacity for Quality Assurance. The Bureau had received feedback from Juvenile Justice Supervisors that more Juvenile Justice Field representation on the quality assurance team was needed. In response to the feedback the Bureau brought on four additional quality assurance staff including two Juvenile Justice Supervisors and two Child Protection Supervisors. This strengthened the Quality Assurance team and achieved more balance and capacity for QA1, as well as ensured that recent and in depth knowledge of practice is brought to the Quality Assurance process.

This past year four Implementation workgroup sessions were held with all Quality Assurance staff shortly after each Case Practice Review. The Bureau of Organizational Learning and Quality Improvement goals for these sessions were to build group identity, create consistency, and bolster Quality Assurance capacity. The work sessions followed a structured agenda which included a review of the Children's Bureau Online Monitoring System training videos and a robust practice session with the OMS/Round 3 OSRI. Administration for Children and Families provided hands on technical assistance at two work sessions and regularly on conference calls and e-mail exchanges.

The second phase of the implementation plan was to build capacity for experienced staff reviewers. The Bureau of Organizational Learning and Quality Improvement, along with Bureau Chiefs and Field Administrators, selected a core group of experienced reviewers to build and sustain a skilled and informed pool of staff to ensure inter-rater reliability.

In 2015 approximately sixty staff were recruited for the core pool of reviewers and thirty-four identified as alternates. In recognition of staff attrition and the need to sustain a core pool of experienced reviewers, alternate reviewers are included in the mandatory training prior to each review to keep abreast with Quality Assurance updates and clarification of OSRI items. Core reviewers are required to participate in at least two Case Practice Reviews a year in order to sustain their skills and knowledge.

The final phase of implementation was to pilot the Online Monitoring System at a Case Practice Review. The Online Monitoring System was rolled out during the Rochester District Office review in March 2016. Feedback from reviewers, Quality Assurance staff, and district office Supervisors was positive. Strengths noted were the efficiency of the Online Monitoring System, streamlined items in the OSRI, and a structured responsive quality assurance process. The ability to query a range of reports improved Bureau of Organizational Learning and Quality Improvement ability to run an efficient review and provide immediate results to the District Office.

Of particular significance to the Continuous Quality Improvement cycle, Bureau of Organizational Learning and Quality Improvement now provide Supervisors with access to their own Case Practice Review Online Monitoring System data following the Exit Conference. This allows them to more efficiently review and discuss individual case ratings with staff in supervision to improve practice.

In addition to the OSRI, the Bureau of Organizational Learning and Quality Improvement uses the Solution Based Casework (SBC) Fidelity Review Instrument to measure and sustain the accurate usage of the Solution Based Casework Model. The Solution Based Casework Fidelity review has been fully incorporated into the Case Practice Review process and is an additional data source to inform practice improvement goals.

Case Practice Reviews are conducted on-site at the Division's district offices. The Bureau of Organizational Learning and Quality Improvement use a random case sample process that is stratified in the same manner as they are for a Child and Family Services Review. In-home and placement cases are reviewed for both Child Protective and Juvenile Justice Services. In the calendar year 2015 Case Practice Reviews were conducted in four district offices including the metropolitan site, Manchester, which is reviewed annually. A total of eighty four cases were reviewed from the Seacoast, Littleton, Southern and Manchester Offices.

Exit conferences continue to be held with all district office staff following the Case Practice Reviews, where Bureau of Organizational Learning and Quality Improvement Staff present the Safety, Permanency and Well-Being findings and fidelity measures from the Solution Based Casework tool. Also included is stakeholder survey data and feedback from the reviewer debrief session.

At the Exit Conference Supervisors are provided with a results package that includes individual case rating summaries, a 3x3 document written by reviewers to identify practice strengths and to share insights into successful practice used in their own field work. A themes document is also compiled from analysis of Online Monitoring System ratings and qualitative information from all review sources (stakeholder survey, OSRI, SBC Fidelity tool, etc.).

In order to ensure the integrity of the Case Practice Review process, reviewers must disclose any conflict of interest between their role as a reviewer and their employment and/or knowledge of/involvement with the parties of the cases under review. If a reviewer identifies a conflict they will either be reassigned a different case or replaced by an alternate reviewer.

The Bureau of Organizational Learning and Quality Improvement has a comprehensive Quality Assurance (QA) Process for Case Practice Reviews. One critical aspect of this quality assurance is the training for reviewers and Quality Assurance staff that occurs prior to each review week. This mandatory training is conducted by a core team of Bureau Staff. Review teams and their assigned Quality Assurance staff are identified prior to the training so they can team up at the training site and determine the roles they will assume based on their individual strengths (such as navigating the Online Monitoring System or leading interviews, etc.). This training was entirely

redesigned this year for the roll-out of the Round 3 OSRI, and utilized videos and materials from Administration for Children and Families to ensure accurate interpretation of the tool. Workshop evaluation summaries for the first delivery of this training in March 2016 provided valuable data about improvements to the material, case exercises and team preparedness. A summary of these evaluations rated delivery, relevance and satisfaction with the training all above 4.6 out of 5 on a scale of strongly disagree to strongly agree.

Additionally, each review team has their own Quality Assurance Staff identified to assist them throughout the review week for consistency. There are two levels of Quality Assurance conducted during the review. This past year the Bureau of Organizational Learning and Quality Improvement developed Quality Assurance benchmarks to strengthen the Quality Assurance process by strategically checking in with review teams and pairing QA 1 staff with QA 2 staff on complex case discussions for consistency and accuracy. A DCYF Quality Assurance guide was created to address and clarify common challenging areas on the OSRI. All questions or need for clarification that arise during the review week are tracked to ensure they will be addressed. As DCYF prepared for and rolled out the Round 3 OSRI this year, Bureau of Organizational Learning and Quality Improvement staff sought clarification or guidance from Administration for Children and Families, which has been incorporated into the subsequent Case Practice Reviewer training and the Quality Assurance Guide.

The Bureau of Organizational Learning and Quality Improvement also continue to employ a number of methods to assess the effectiveness of its Continuous Quality Improvement System. The Bureau of Organizational Learning and Quality Improvement has expanded opportunities for feedback from Case Practice Reviewers and Quality Assurance staff. In addition to the evaluations of the reviewer training, a formal debrief regarding the review process itself is held during each review. This feedback has led to improvements to the review week structure, and the “New Hampshire” customized Quality Assurance guide for consistency. Additionally, the Bureau of Organizational Learning and Quality Improvements has ongoing discussions with Field Administrators regarding the reviews, which have led to clarification of the process for selecting reviewers and providing them feedback on their performance during the review weeks.

PRACTICE IMPROVEMENT INITIATIVES (PIIs)

In order to facilitate Continuous Quality Improvement and address specific areas needing improvement identified through the Case Practice Review in each district office, the Bureau of Organizational Learning and Quality Improvement has continued to assist the District Office staff with the development of Practice Improvement Initiatives (PIIs) in each office that has had a Case Practice Review. In each office a combination of both Child Protective and Juvenile Justice Services staff and supervisors along with Child Protective and Juvenile Justice Services Field Administrators were involved in the Practice Improvement Initiative development and included external stakeholder input through the use of results from the Stakeholder Surveys. In addition, the Concord District Office further solicited feedback from parents around their Practice Improvement Initiative through their Better Together with Birth Parent Group. When

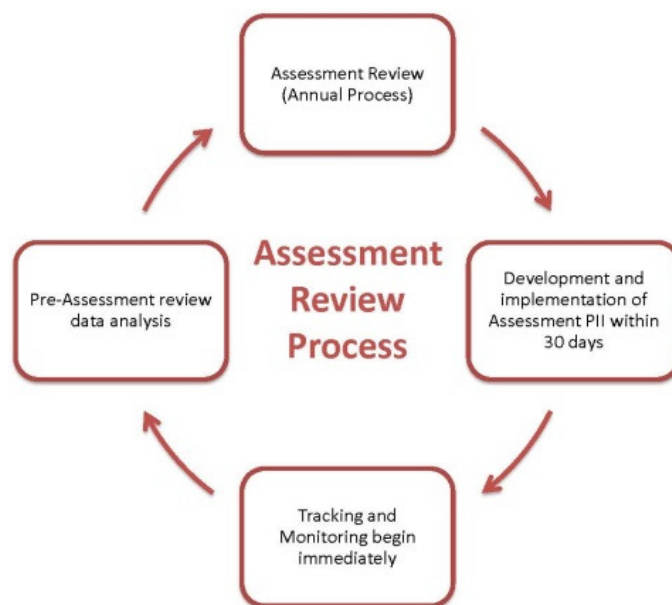
larger system issues are identified as a need through the Case Practice Review, the Bureau of Organizational Learning and Quality Improvement staff worked with the Field Administrators and Bureau Chief for Field Services on identifying possible action steps. One example has been to bring to DCYF Leadership a discussion of expectations for Juvenile Probation and Parole Officers to engage absent and non-custodial parents. The final product of this quality assurance process over the past year included both a written report and a tracking tool to measure progress toward the Practice Improvement Initiative. Between 2012 and 2015 all District Offices have had at least one Case Practice Review followed by this Practice Improvement Initiative process.

Over the past year, Practice Improvement Initiative efforts for all offices that have had a completed Practice Improvement Initiative since 2013 have continued to be tracked and monitored by supervisors monthly and the field administrators quarterly. In a few offices when staffing or other challenges have been a barrier to monthly tracking of the office's Practice Improvement Initiative, this process has been suspended temporarily. The office's Field Administrator is the one to approve this and notifies the Bureau of Organizational Learning and Quality Improvement staff. Bureau staff have continued to provide each office with written feedback on trends found through data collected quarterly on the Practice Improvement Initiative tracking tool. In two offices, a process was piloted where the Bureau provided a Power Point presentation summarizing the office's progress with their Practice Improvement Initiative over the past year or two approximately six months prior to that office's next Case Practice Review. These offices were the Southern and Rochester District Offices of Child Protection. In the Southern District Office, the results were shared with all staff and led to discussions about relevant practice expectations.

In response to the length of time it was taking to produce the Practice Improvement Initiatives following the Case Practice Reviews and feedback from District Office Supervisors around how time consuming the tracking has been, the process and final report were restructured. Specifically, offices have been encouraged to prioritize areas needing improvement and to develop no more than three objectives each Child Protective and Juvenile Justice Services. In addition, the format of the written report has been condensed. This new process has been used starting with the Southern District Office and appears to be effective.

CHILD PROTECTIVE ASSESSMENT REVIEWS

This past year Bureau of Organizational Learning and Quality Improvement in partnership with the field developed a Continuous Quality Improvement process focused on Child Protection Assessments to provide frequent feedback to offices and administration about assessment practice. The goals of the quality assurance review



process were to monitor and support consistency in assessment practice across different offices and regions; provide state-level feedback toward systemic change; and inform implementation and sustainability planning of agency Practice Model strategies and goals, specifically as they relate to child safety.

Challenges faced when planning the Assessment reviews were a potential drain on existing staff resources, review fatigue and the need to create a simple but concrete Quality Improvement process.

A review process and tool were developed, tested and refined over a period of several months in late 2015. The Assessment reviews were launched in January of 2016 and first piloted in two district offices. A review schedule was developed with reviews conducted on one office every month on the same day of each month, which will allow a review of each office each year. An elaborate file exchange schedule was developed to assist in the timely pick up and return of assessment material as some may still be open Assessments.

Each review involves three review pairs, made up of Bureau of Organizational Learning and Quality Improvement staff, assessment field staff, DCYF Administrators, and a staff attorney. There is two Quality Assurance staff identified for each review from the Bureau of Organizational Learning and Quality Improvement to ensure consistency in ratings among review teams. Just as it was done with the selection of Case Practice Reviewers, an assessment reviewer pool was identified for consistency to build skill at conducting the reviews accurately and efficiently.

A brief targeted review tool was developed and fine-tuned during the pilot phase along with a Quality Assurance guide. The tool was intentionally developed to be concise and focus on the most critical areas of assessment practice rather than a comprehensive review of all facets of Assessments. This design was essential to ensure that a reasonable sample size could be reviewed during a one day review, allowing for the sustainability of these reviews within existing resources. The three sections of the tool include: 1) General Assessment Practice (thoroughness), 2) Safety Planning, and 3) Disposition. The tool was developed as a form in MS Access, and reviewers complete the tool electronically during the review. The Access database then streamlines the data compilation and reporting, which provides the ability to deliver review results to the District Office Supervisors on the same day of the review. An “Administrative Flag” process has been designed similar to the “Red Flag” process used during CPRs to address any danger concerns identified by review teams.

The Assessment sample is random and consists of screened in Assessments received within six months and up until two months prior to the review date. This sampling period ensures that the review focuses on recent practice while also ensuring that enough time has passed since the receipt of the Assessment for sufficient work to occur to be evaluated. The Period under Review is the life of the Assessment up to the review date or the Assessment closure on Bridges. Each district office sample is comprised of twenty Assessments. The random sample has three stratification categories: sexual abuse, physical abuse and neglect. Five alternate cases are

included in the sample, in the event that some Assessments in the sample may have to be eliminated.

There is an improvement planning process that has been developed in conjunction with the Assessment Reviews. In order to drive rapid cycles of practice improvement, the process is brief and extremely focused. On the day of the Assessment Review and immediately following the data collection, the data is compiled within thirty minutes while reviewers provide feedback on the review process itself. The results of the data and qualitative themes are then shared with supervisors from the office being reviewed through a phone conference. A two-hour meeting is then scheduled, in the next two to four weeks, with the staff in that office. During that meeting, Bureau of Organizational Learning and Quality Improvement staff present briefly the results of the review and work with office staff and supervisors to establish an objective to focus on over the upcoming year through their Assessment Practice Improvement Initiative (A-PII). For offices that have Case Practice Reviews scheduled within the year, the improvement planning is incorporated into their regularly scheduled Practice Improvement Initiatives process. Offices without a Case Practice Review that year receive their results and develop a small Assessment Practice Improvement Initiative (A-PII) in a single meeting with the Bureau of Organizational Learning and Quality Improvement that will be incorporated later into their Practice Improvement Initiatives'. There is always at least one measureable item in the A-PII that is added to the office's Program Improvement Initiative tracking tool. The offices are responsible for implementing improvement plans, and complete the tracking monthly. The Bureau of Organizational Learning and Quality Improvement provide quarterly feedback and compilation of these tracking results to the offices along with the feedback on their Program Improvement Initiatives. Consolidated review results are to be discussed at Leadership meetings periodically to inform system wide improvement planning in assessment practice.

Since January 2016, seventy-seven Assessments in four offices (Seacoast, Concord, Keene, and Berlin) have been reviewed and data from these reviews can be found in the Assessment of Performance, Safety Outcome section of this report. Assessment Practice Improvement Initiatives for two offices focused on safety planning, while another office focused on thoroughness of assessments. The fourth office has their Assessment Improvement Planning meeting scheduled.

PERFORMANCE-BASED STANDARDS

In order to evaluate practice at the Sununu Youth Services Center, New Hampshire's juvenile detention and treatment facility, New Hampshire has continued to voluntarily participate in Performance-based Standards (PbS). Data collection efforts occurred in April 2015 and October 2015 and results were provided back to the Division. In April 2015 the Division reached Level 3 (out of a four-level system) for both the committed and detained programs. In October of 2015 the Sununu Youth Services Center programs for both Committed and Detained Youth were determined to be performing at a Level 2 for both the committed and detained programs.

FACILITY IMPROVEMENT PLAN

Based on the results of the Performance based Standards data, areas needing improvement are identified and a Facility Improvement Plan (FIP) is created to address these areas. The Bureau of Organizational Learning and Quality Improvement staff facilitates the creation of the Facility Improvement Plan, building on input from administration over the past year. After the April 2015 data collection results were made available, two improvement items were identified. The first was to improve safety within the facility through improving the availability of technology, clarifying consistent rules and consequences for youth, and improving communication. The second was to improve programming in the facility through assuring youth received timely assessments in all domains and that the results of the assessment would be utilized to guide treatment goals. Following the October 2015 data collection results, one key item was identified in the Facility Improvement Plan with the thought that this would lead to improved outcomes in safety and other areas. This Facility Improvement Plan focused on improving overall communication within the facility.

Staff and Provider Training

ITEM 26: HOW WELL IS THE STAFF AND PROVIDER TRAINING SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT INITIAL TRAINING IS PROVIDED TO ALL STAFFS WHO DELIVER SERVICES PURSUANT TO THIS CHILD AND FAMILY SERVICES PLAN (CFSP) THAT INCLUDES THE BASIC SKILLS AND KNOWLEDGE REQUIRED FOR THEIR POSITIONS?

The Division for Children, Youth and Families' (DCYF), Bureau of Organizational Learning and Quality Improvement has continued to utilize an array of internal and external partnerships across the state to infuse the Practice Model beliefs and principles into curriculums. Pre-service and ongoing trainings continue to be revised to incorporate Practice Model tenants. Additionally, four curriculums have been revised in staff training to reflect updated research and best practices, and in some instances, combined for Child Protective and Juvenile Justice participants.

INITIAL STAFF TRAINING

As stated in previous reports, the initial "Core Academy" is being delivered in a tiered process, with similar trainings, for Juvenile Probation and Parole Officers and Child Protective Service Workers in a combined audience. For the field, this allows Child Protective Service Workers and Juvenile Probation and Parole Officers to take a limited independent caseload at the end of Tier One, having completed the foundational and immediately critical training topics, and complete the rest of the Core Academy trainings within the first year of employment while carrying a caseload. To attend to this training process, collaboration between the University of New Hampshire's Center for Professional Excellence in Child Welfare (CPE) and DCYF Supervisors and Field Administrators occurs in order to monitor and support each staff person's progress in learning of the tenants of the Core Academy tiered trainings for timely completion. University of New Hampshire's Center for Professional Excellence in Child Welfare continues to work with DCYF to find opportunities, where appropriate, to promote shared practices and

realize efficiencies to support an integrated culture. This has resulted in a more concentrated approach to monitoring staff progress toward completely independent work.

In addition to attending trainings, all new staff continue to be assigned a specifically selected seasoned staff member as a Field Training Officer or Mentor. The Division's Mentoring Log continues to serve as a vital connection for the newly hired staff to the larger Division, the day-to-day skill set to do the job, and the start of the demonstration of the new staff's ability to perform some of the evidenced-based practices utilized by the Division. Tier One and Tier Two trainings are offered four and two times per year respectively to ensure that new staff are able to take all required trainings within the set three and six month requirements while also completing corresponding sections of their Mentoring Log. Once these two requirements are completed and their supervisor approves, they will be assigned a limited number of primary cases. Once these two requirements are completed, and with supervisor approval, they will have completed the training requirements necessary for graduation and promotion. A new element added to this Core Academy series includes a Capstone session just prior to the Graduation ceremony. Staff that have completed the requirements to graduate are asked to share and demonstrate their level of learning in one area of the Core Academy trainings to the DCYF Director, along with their fellow Core Academy graduates.

The updated tiered training system with required trainings for each practice area is shown on the following page and accessed via the following link

https://unh.edu/cpe/sites/unh.edu.cpe/files/media/pdf/forms/DCYF_Core_Academy_Tiered_Training_Matrix-letter_sized.pdf.

DCYF Core Academy

Track			Tier 1 (First 3 months of employment)	
CPS	JPP	SYSC	Training Title	Duration
•	•	✓	Tier 1 Aggression Management and Defensive Tactics	1 day
	•		Tier 1 Assessment in Juvenile Probation & Parole (SAVRY)	1 day
•			Tier 1 Assessment in Solution-Based Child Protection	3 days
•			Tier 1 Basic Bridges for CPS	1 day
	•		Tier 1 Basic Bridges for JPP	half day
□	□		Tier 1 Better Together with Birth Parents (To enroll, call Geraldo Pilarski at 271-0532. Attendance is by invite only. Limit of 10 staff per session.)	2 days
•			Tier 1 Case Planning in Solution-Based Child Protection	3 days
	•		Tier 1 Community-Based Supervision	2 hours
		✓	Tier 1 Courtstream	half day
		✓	Tier 1 CPR/AED/First Aid	1 day
•	•		Tier 1 Engaging Families in Solution-Based Child Protection and Juvenile Probation & Parole	2 days
	•		Tier 1 Introduction to Predispositions	half day
•			Tier 1 Investigations in Solution-Based Child Protection	3 days
		✓	Tier 1 Ombudsman Program	1 hour
•	•	✓	Tier 1 Proper Use of Handcuffs	half day
•			Tier 1 Report Writing for CPS	1 day
	•		Tier 1 Report Writing for JPP	1 day
		✓	Tier 1 Report Writing for SYSC	1 day
		✓	Tier 1 Restorative Practices	half day
		✓	Safe Driver Program (This training is offered by DHHS ODOTS either in the classroom or online.)	half day
	•	✓	Tier 1 Searches	2.5 hours
		✓	Tier 1 Sexual Harassment and Assault Awareness	2 hours
•	•		Tier 1 Staying Safe During Home and Office Visits	1 day
		✓	Tier 1 SYSC Fire Safety	1 hour
		✓	Tier 1 SYSC Guide to Behavioral Learning, Expectations, and Related Practices	half day
		✓	Tier 1 SYSC Programming	2 hours
		✓	Tier 1 SYSC Safety and Security	4 hours
		✓	Tier 1 Therapeutic Crisis Intervention (TCI)	3 days
Track			Tier 2 (First 6 months of employment)	
CPS	JPP	SYSC	Training Title	Duration
•			Tier 2 A Trauma-Informed Approach to Assessing the Mental Health Needs of Families	1.5 days
	•	✓	Tier 2 Adolescent Development	1 day
	•	✓	Tier 2 Adolescent Mental Health	2 hours
•			Tier 2 Adolescent Toolbox	1 day
•	•	✓	Tier 2 Art of Mentoring	half day
	•	✓	Tier 2 Blood-Borne Pathogens/Psychotropic Drugs/Med Pass	half day
•			Tier 2 Central Registry	half day
	•	✓	Tier 2 Cognitive Self Change	1.5 hours
•			Tier 2 Cultural Competency	1 day
•	•	✓	Tier 2 DCYF Orientation: Our Practice Model	1 day
•			Tier 2 Effects of Abuse and Neglect	2.5 days
•	•	✓	Tier 2 Foundations of Child Welfare in NH	1 day
	•	✓	Tier 2 Gang Knowledge	half day
	•		Tier 2 ICJ (Interstate Compact on Juveniles)	2 hours
•			Tier 2 ICPC (Interstate Compact on the Placement of Children)	half day
•	•		Tier 2 Impact of Domestic Violence	1 day
□			Initial Training on Addiction & Recovery (To enroll, email AODTrainingCoordinator@dhhs.state.nh.us or call Shannon Quinn at 271-5889. This training is offered by the NH Bureau of Drug and Alcohol Services.)	1 day
	•		Tier 2 Jail Compliance	1 hour
	•		Tier 2 JDAI (Juvenile Detention Alternative Initiative)	1 hour
•			Tier 2 Legal Aspects of Family-Centered Child Protection	2 days
	•		Tier 2 Legal Aspects of Juvenile Probation & Parole (includes motions/violations)	2 days
	•		Tier 2 OC Spray	2 hours
•			Tier 2 Prevention of Disease Transmission	half day
	•	✓	Tier 2 Procedures for Parole	2 hours
•	•		Tier 2 Revenue Enhancement (includes RMS (Random Moment Sample))	1 day
	•	✓	Tier 2 Select Populations	2 hours
•			Tier 2 Separation, Placement and Reunification in Solution-Based Child Protection	2 days
•	•		Tier 2 Special Education in Child Protection and Juvenile Probation & Parole	1 day
	•	✓	Tier 2 Substance Abuse in Juvenile Justice	1 day
•			Tier 2 Working with Families Coping with Mental Health Issues	1 day
•	•	✓	Core Capstone for Graduates (This is held the day of Core Graduation. Attendance is by invite only.)	2 hours

Enrollment Key:

- Enroll in this training via the **DCYF Bridges** training module (On the Workshop Search screen, make sure that "DCYF" is selected in the "Department" field (in the lower right corner) before you search for the training).
- Enroll in this training by contacting the individual or agency specified after the training title.
- ✓ SYSC Staff, please enroll in trainings by contacting Eric Skillings (ESkillings@dhhs.state.nh.us) or call 625-5471, ext. 372.

(Updated 3/25/2016)

Below is summary evaluation data for Core Academy trainings delivered between January 1, 2015 and December 31, 2015. The number of attendees responding to these training evaluations rose from 678 last year to 844 reflecting the significant rise of newly hired staff to the agency. Respondents agreed that they will use what they learned from these training in their job and that the information increased they practice knowledge at rates of 4.60 and 4.49 respectively out of 5 (on a five point scale).

<i>Subscales</i>	<i>Questions</i>	<i>Total # of Responses</i>	<i>Avg. Rating</i>
Affect	7. How satisfied were you with the subject matter of this workshop?	843	4.43
Relevance	8. How satisfied were you w/ relevance of activities related to workshop?	823	4.43
Delivery	9. How satisfied were you with learning aids (Ppt, handouts, a/v, etc.)?	839	4.39
Affect	10. How would you rate your overall satisfaction with this workshop?	841	4.47

The Division for Children, Youth and Families tracks completion of both Tier One and Tier Two portions of Core Academy, and is always looking to improve its system of follow-up when trainings are missed. For the thirty-four new field staff hired between January 23, 2015 and December 18, 2015, thirty-one (91 %) completed all nine Tier One modules within the following six months, which is an increase from eighty-nine percent last year. The three staff that did not complete all Tier One modules missed one training each. Concerted efforts have been made in this past year to produce regular reports of new staff that are missing modules. These reports continue to be provided to Educational Program Consultants, supervisors, and field administrators to follow-up with new staff to ensure the required training is taken. This process needs to continue to be a point of emphasis as only seventy-four percent of staff were able to complete both tiers within nine months of their hire date. The remaining new staff completed both tiers within approximately twelve months.

Supervisory training for newly promoted supervisors continues to occur on a bi-annual basis and is being delivered currently. Evaluation data regarding this delivery will be reported in the next Annual Progress and Services Report.

INITIAL PROVIDER TRAINING

Since 2006, the Education and Training Partnership has delivered Foster and Adoptive Care EssentialS (FACES) to individuals interested in providing foster and/or adoptive care. The focus for this year included updating and enhancing the evaluation component of Foster and Adoptive Care EssentialS. The Orientation and Regulations Modules of the Foster and Adoptive Care EssentialS trainings combined yielded a pre-test score of seventy-nine and a post-test score of ninety three, thus highlighting the increased awareness and acquisition of knowledge that participants obtain in these two modules. Implementation of pre and post-tests in the additional modules of Foster and Adoptive Care EssentialS is slated for the coming year. Additionally, the full series will be available online, which also includes pre and post-tests, this upcoming year for specifically targeted participants unable to attend face-to-face courses.

Residential Counselor Core Training (RCCT) continues to be offered on an as needed basis to support the work with children and/or youth in care and their families in any of New Hampshire's residential facilities. This training continues to be offered to residential care staff in a more targeted way to individual facilities as requested. Evaluation data shows that in pre-tests participants scored seventy-nine percent and ninety-five percent in post-tests.

Additionally, DCYF continues to offer Cornell University's evidenced-based de-escalation techniques from Therapeutic Crisis Intervention to New Hampshire residential staff (both residential facility staff along with Sununu Youth Services Center staff and Juvenile Justice staff). By doing so in collaboration with agencies including and outside the state's Sununu Youth Services Center, the curriculum bring consistency and best practice in the collective interaction with youth through the use of this model (the current trainings are described in the separate training grids). Sixty-six residential staff members, including staff from Sununu Youth Services Center, were trained. Built into the training is a qualifying test that each participant must pass to practice this intervention in direct care.

The Relatively Speaking training series continues to be delivered to relatives caring for children and youth in their homes. The full series of three modules was delivered three times in State Fiscal Year 2015. Starting in January SFY 2016, the series is now being offered with a rolling open enrollment throughout each term. This has resulted in the participation rate of relative caregivers tripling over previous years.

ITEM 27: HOW WELL IS THE STAFF AND PROVIDER TRAINING SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT ONGOING TRAINING IS PROVIDED FOR STAFF THAT ADDRESSES THE SKILLS AND KNOWLEDGE NEEDED TO CARRY OUT THEIR DUTIES WITH REGARD TO THE SERVICES INCLUDED IN THE CFSP?

ONGOING SHORT-TERM STAFF TRAINING

Each year an annual staff training calendar is developed to meet the ongoing and advanced training needs of the Division's seasoned staff. Due to the growing concern of substance abuse while parents are caring for their children, particular focus this year has been on providing a series of trainings targeted at safety planning in cases involving substance abuse. CPSWs, JPPOs, and CASAs learned the signs of how to identify an individual who is under the influence of a substance, what typical use looks like, how levels of impairment impact functioning and parenting, and how to engage with reluctant parents.

As policies or protocols shift or are newly created, staff are provided with detailed training to ensure competency in procedural application. For example, in 2015, the New Hampshire Court Improvement Project finalized protocols for improved court processes in cases with the permanency goal of Another PPLA. The Bureau of Organizational Learning and Quality Improvement supported the delivery of a statewide training on the new protocols coordinated throughout the state for staff and other critical cross-system partners to ensure full compliance with the new procedures.

Below is summary evaluation data from specialized trainings such as the above offered between January 1, 2015 and December 31, 2015. The number of responses to specialized training evaluations rose from one hundred and forty-one last year to 1,386. This increase is due in part to the Trauma-Informed Practice implementation which has included a training series in each office as part of the Division larger Practice Model goals. Respondents agreed that they will use what they learned from these training in their job and that the information increased their practice knowledge at rates of 4.62 and 4.52 respectively out of five (on a five point scale).

Questions	Total # of Responses	Avg. Rating
Delivery 1. The trainer(s) presented the material in an effective manner.	1,386	4.55
Delivery 2. The trainer(s) helped me to learn new concepts.	1,384	4.50
Delivery 3. The trainer(s) acted as a classroom facilitator (encouraged discussion and/or questions and kept the class on task).	1,363	4.52
Delivery 4. The trainer(s) demonstrated cultural sensitivity.	1,246	4.47
Relevance 5. I will use what I learned from this training in my job.	1,369	4.62
Relevance 6. This workshop increased my practice knowledge.	1,370	4.52

Subscales	Questions	Total # of Responses	Avg. Rating
Affect	7. How satisfied were you with the subject matter of this workshop?	1,380	4.55
Relevance	8. How satisfied were you w/ relevance of activities related to workshop?	1,317	4.51
Delivery	9. How satisfied were you with learning aids (Ppt, handouts, a/v, etc.)?	1,346	4.38
Affect	10. How would you rate your overall satisfaction with this workshop?	1,371	4.51

The New Hampshire Attorney General's Office and the Governor's Office have focused attention on DCYF's practice in two separate and distinct ways this past year. An external review (noted elsewhere in the APSR) is focused on reviewing Child Protective practices with recommendations forthcoming. This review includes an evaluation of DCYF staff training and recommendations may lead to changes in the system and/or particular trainings. The New Hampshire Attorney General's Office created guidelines for optimal collaboration practices of DCYF and Law Enforcement joint investigations, which has intensified the collaboration between training partners from both entities. This has provided opportunities to deliver training targeted toward collaborative practices between law enforcement and the Division. Training was provided to DCYF supervisors, this past year, and will be provided to law enforcement in the future. On June 8-9, 2016, at the 2016 Attorney General's *Partnering for a Future Without Violence* Conference two workshops were delivered, entitled *Law Enforcement and DCYF: Partnering for better Child Abuse Case Outcomes*. The workshop was developed and delivered through collaboration between DCYF and the New Hampshire State Police.

Seasoned staff continue to have access to trainings outside the Division provided by other state agencies, community, and higher education partners across the state, regionally, and nationally. In partnership with UNH, the Division expanded the delivery of a Data Leaders series focused on data driven decision-making opportunities to a second cohort of University Partnership (UP) students and DCYF staff. Four separate trainings were delivered over the year to the University Partnership students and existing DCYF staff. These trainings served as a pilot with plans for future delivery in the coming years that would gradually expand the workforce capacity to use data to inform practice improvements.

Further, the Division holds an annual conference that offers a diverse array of workshops and networking opportunities. Attendance for this event continues to be over 400 staff and provider partners at workshops and information sessions.

LONG-TERM STAFF TRAINING

Through the Division's Education Tuition Partnership Program (ETP), and partnerships with the Departments of Social Work at two University System of New Hampshire Schools, Plymouth State University and University of New Hampshire, the Division for Children, Youth and Families continued to support up to eight current and/or potential employees annually to obtain a Bachelor of Social Work degree or a Master's Degree in Social Work for one to two years of their college education. These long-term staff training programs each produces annual evaluation data as part of their contracts. The Plymouth State University (PSU) program reported the respondents overall level of satisfaction with their experience with various program components on scales of one to five, for academic year 2015-2016.

STUDENTS reported an overall level of satisfaction with Plymouth State University's Program Components of the *Child Welfare (Title IV-E) Educational Tuition Partnership* of **4.7** (Student breakdown: STUDENT ONE = **5**, STUDENT TWO = **4**, and STUDENT THREE = **5**). This is an increase from **3.5** last year.

FIELD INSTRUCTORS reported an overall level of satisfaction with Plymouth State University's Program Components of the *Child Welfare (Title IV-E) Educational Tuition Partnership* of **4.6**. This is consistent with last year's **4.5** rating.

PROGRAM COORDINATOR reported an overall level of satisfaction with Plymouth State University's Program Components of the *Child Welfare (Title IV-E) Educational Tuition Partnership* of five. This is consistent with last year's rating of five.

The University of New Hampshire program also reported the student's overall level of satisfaction with their experience with various program components on scales of one to five, for academic year 2014-2015. Student ratings of Title IV-E program components ranged from 3.00 to 4.00 with a mean overall Program Component Rating of 3.33. On average, students gave highest ratings to their internship duties and their internship supervisor, as well as their preparation for the child welfare field (all an average of 5.0). The evaluation noted specific

strengths for this year of improved communication and providing UNH students with applied child welfare experiences. This report also suggests several areas for consideration or potential improvement. These include: (1) consideration of ways that UNH students might be able to complete Core Training during their internship year; (2) increase collaboration with Plymouth State University's Title IV-E program Coordinator and students, (3) enhanced transition planning for students graduating from the program; and (4) consideration of DCYF employees enrolling in the Title IV-E program. Additionally, it is the Division's intention in the coming year to further assess the long-term impact of these programs by collaborating with these universities to do a more longitudinal evaluation of graduates.

ITEM 28: HOW WELL IS THE STAFF AND PROVIDER TRAINING SYSTEM FUNCTIONING TO ENSURE THAT TRAINING IS OCCURRING STATEWIDE FOR CURRENT OR PROSPECTIVE FOSTER PARENTS, ADOPTIVE PARENTS, AND STAFF OF STATE LICENSED OR APPROVED FACILITIES (THAT CARE FOR CHILDREN RECEIVING FOSTER CARE OR ADOPTION ASSISTANCE UNDER TITLE IV-E) THAT ADDRESSES THE SKILLS AND KNOWLEDGE NEEDED TO CARRY OUT THEIR DUTIES WITH REGARD TO FOSTER AND ADOPTED CHILDREN?

Initiated in 1996, the Caregiver Ongoing Training (COT) is a program of competency-based courses designed in collaboration with Division staff, resource parents, and residential child care staff. Resource parents are required to have nine hours of ongoing training per year. Approximately 150 training courses have been delivered statewide in local communities each year (specific trainings are described in the separate training grids). Evaluation data shows that in Caregiver Ongoing Training pre-tests participants scored eighty-two percent and ninety-five percent in post-tests.

Completion of annual training requirements by individual foster homes is reviewed by Resource Workers during relicensing, and Resource Workers are able to view trainings that resource parents have taken from the E&TP in the Bridges system.

The following table describes trainee evaluation ratings for major programs offered to provider groups by the E&TP during State Fiscal Year 2015. Revisions were made during the past year to add the following questions to the training evaluation all caregivers are asked to respond to after attending trainings. These questions were added to assess the acquisition of skills and knowledge that occurred during the trainings. Although similar questions have been included in the evaluations of the Foster and Adoptive Care Essentials training, those have been narrative responses to date, and are therefore not included here. Those evaluations are being revised to begin collecting quantitative responses to these questions beginning this July.

CAREGIVER ONGOING TRAINING

Question	Total Number Responses	Avg. Rating
This course increased my knowledge in this subject matter	304	4.64
I will use what I learned from this course	304	4.72

RESIDENTIAL COUNSELOR CORE TRAINING (ONLY 1 TERM)

Question	Total Number Responses	Avg. Rating
This course increased my knowledge in this subject matter	19	4.95
I will use what I learned from this course	19	5

RELATIVELY SPEAKING

Question	Total Number Responses	Avg. Rating
As a result of the training, I have developed new skills.	34	4.7
I will implement at least one concept/skill that I learned.	34	4.3

THERAPEUTIC CRISIS INTERVENTION

Question	Total Number Responses	Avg. Rating
This course increased my knowledge in this subject matter	55	4.3
I will use what I learned from this course	55	4.7

Ongoing needs assessment is a significant part of Continuous Quality Improvement for the Education and Training Partnership in meeting the training needs of their various constituencies, and is continuously pursued through a variety of formal and informal activities. In State Fiscal Year 2015, training needs assessments were accomplished using the following methods:

- Information and feedback provided by NHFAPA members and E&TP staff visits with local foster/adoptive parent support groups;
- Various meetings and conversations with Division for Children, Youth and Families' Resource Workers, Individual Service Option (ISO) Resource workers, and Foster/Adoptive parent support groups, as well as independent requests from all of the above;
- Information and requests for trainings provided on Caregiver Ongoing Training evaluation forms;
- Direct inquiries sent to each Division for Children, Youth and Families' District Office by E&TP;
- Outreach to residential facility Directors and Program Coordinators in each region to solicit specific training needs; and
- Education and Training Partnership staff working closely with the Division for Children, Youth and Families' Resource Workers and Child Placement Agency staff to determine the need and scheduling of Foster and Adoptive Care EssentialS trainings.

- Two Annual Needs Assessments Surveys: One for residential facility staff and one for foster parents. This survey is administered through an online survey tool and the data is analyzed to obtain information of what types of trainings program participants feel they need. In State Fiscal Year 2015, the survey added questions asking participants how they applied the knowledge from the trainings they participated in throughout the last year to their practice. Data from these two surveys are used to schedule trainings and to aid in the focus of new course development.

The Education and Training Partnership has completely updated and revised the New Hampshire Teen Responsibility and Independent Living Skills (NH TRAILS) curriculum for both youth and caregivers to be more user-friendly to youth who are mostly digital natives. The program is also in the process of launching trainings on working with transgender youth for both foster parents and residential staff. Further, a course on working with LGBT youth for both resource parents and residential providers is being offered. A course for foster parents on human trafficking will be available in State Fiscal Year 2016.

An important aspect of E&TP's support to New Hampshire's Foster and Adoptive Parents Association (NHFAPA) is the collaboration with the NHFAPA Conference Committee to coordinate the annual New Hampshire Foster and Adoptive Parent statewide conference. The E&TP collects evaluations from the conference. Evaluation data from the 2015 conference follows:

Conference Attendees	
Foster Parents	61
Adoptive Parents	36
DCYF	5
Relative provider (non-licensed)	3
Community Provider	3
Other	9
TOTAL Conference Attendees	113*
Total Evaluations Returned	84
Conference Evaluation Response Rate	74%

<i>One to Five Likert scale, with one being not at all and five being absolutely:</i>	
Were you inspired by the morning workshop speaker?	4.3
Were you inspired by the afternoon workshop speaker?	3.4
Were you satisfied with the networking and skill building opportunities?	4.3
Were the workshops informative and useful?	4
Were you satisfied with the conference facility?	4.6
Would you say the conference enhanced your ability to provide quality care for the children?	4.2

TRAINING ON PREVENTING SEX TRAFFICKING

Since the May 2014 Human Trafficking Symposium, the Division has been working in collaboration with many partners across the state to provide staff with access to trainings around this topic addressing various perspectives on Human Trafficking. These trainings include the online training video series entitled the Faces of Human Trafficking which includes labor trafficking; the Attorney General's Conference on Abuse and Neglect and Domestic and Sexual Violence with the workshop, *Overcoming Intimidation: The Keystone of Human Trafficking* with presenters Christa "Jane" Anderson, JD, Viktoria Kristiansson, JD; a specialized supervisor training called: *Reporting Crimes to Law Enforcement – A Collaborative Approach*; and an offering that includes information for caregivers titled *Youth Safety in the Age of Technology*.

As part of the collaboration with the workgroup, the Division is reaching out to the Capacity Building Center for States to assist in using their curriculum outline and making it relevant for use in New Hampshire with New Hampshire statutes and resources for staff and possibly stakeholders for consistency in message.

CASA PARTNERSHIPS

The Division for Children, Youth and Families has continued its contractual relationship with New Hampshire CASA, the statewide agency for Court-Appointed Special Advocates. In addition to supporting delivery of quality training to this key member of the Child welfare system, this contract supports additional collaboration which has been enhanced during the past year through the work to establish the LiLaC group described earlier. This has resulted in identification of additional shared training opportunities across systems. The CASA program also collects and provides training evaluation data as follows:

During the period of August, 2014 through July, 2015, eighty-five people attended CASA's forty hour initial training; a combination of new GALs, student interns, and staff. These trainings occurred throughout the state and resulted in seventy-five active CASA/GALs. With few exceptions, nearly 100 percent of the evaluations were completed after training. There were no significant suggestions offered on ways to change/improve the training. In all responses regarding pre-service training, trainees rated the training as completely effective, very effective

or effective, with very effective receiving the highest marks. The majority also felt prepared to do the work of a CASA/GAL.

Service Array

ITEM 29: HOW WELL IS THE SERVICE ARRAY AND RESOURCE DEVELOPMENT SYSTEM FUNCTIONING TO ENSURE THAT THE FOLLOWING ARRAY OF SERVICES IS ACCESSIBLE IN ALL POLITICAL JURISDICTIONS COVERED BY THE CHILD AND FAMILY SERVICES PLAN (CFSP)?

- Services that assess the strengths and needs of children and families and determine other service needs;
- Services that address the needs of families in addition to individual children in order to create a safe home environment;
- Services that enable children to remain safely with their parents when reasonable; and
- Services that help children in foster and adoptive placement achieve permanency.

ITEM 30: HOW WELL IS THE SERVICE ARRAY AND RESOURCE DEVELOPMENT SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT THE SERVICES IN ITEM 29 CAN BE INDIVIDUALIZED TO MEET THE UNIQUE NEEDS OF CHILDREN AND FAMILIES SERVICED BY THE AGENCY?

The Division for Children, Youth and Families provides an array of services that are designed to meet the individualized needs of children and families in need of preventive and voluntary services, or those involved with the Child Protective and /or Juvenile Justice Services. The Division continues to measure the value of these services and programs against the ethos and philosophy of the Practice Model and the quality assurance processes in place within the policies and governing practices of the Division.

PROJECT FIRST STEP

Project First Step involves the co-location of Licensed Alcohol and Drug Counselors (LADCs) in the Division's district offices. This program was first initiated as a Title IV-E Demonstration Project from 1999 to 2004. The project has been sustained through Title IV-B and Child Abuse Prevention and Treatment Act funds.

The project has remained co-located in two district offices: Manchester and the Southern District Office. The program is located in these two district offices due to the needs identified by staff and through the results of Case Practice Reviews. This program has proven to be an asset in early identification, assessment, and case planning for families who have alcohol or substance abuse as a significant factor in their Division involvement. Currently, the Division has a Request for Application posted for ten (10) additional LADCs for the remaining District Offices as well as two (2) dedicated LADC positions for the Sununu Youth Services Center.

Since the last Annual Progress and Services Report, efforts have been made and progress has been achieved in the Division's data collection for this program. Below is a sample of the type of data the Division has been able to construct with its improved data collection system.

	Manchester District Office	Southern District Office	Combined Total
Accepted Assessments	1439	1419	2858
Assessments with Substances indicated	652	583	1235
% assessments with SA	45.31%	41.09%	43.21%
Drug Type Mention			
Alcohol	171	177	348
Amphetamine	27	7	34
Benzodiazepine	13	14	27
Cannabis	146	129	275
Cocaine	83	28	111
Heroin	211	114	325
Opioid	56	68	124
Methadone	36	12	48
Buprenorphine	23	9	32
Other	8	7	15
Unknown	92	104	196
Total of Heroin & other opioids	326	203	529
Total	866	669	1535
% heroin and other opioid in assessments with SA	44.02%	32.25%	38.46%
% alcohol in assessments with SA	22.24%	28.13%	25.02%

COMPREHENSIVE FAMILY SUPPORT SERVICES (CFSS)

Family support services are delivered as a contractual service, through a network of Family Resources Centers throughout New Hampshire. Services are flexible, integrated, and comprehensive and are provided along a continuum, with short and long-term outcomes. The contracted services are provided along a continuum of three preventive stages; Prevention, Early Intervention, and Crisis services.

The array of services include: home visiting, medical and health education, early childhood education, literacy education, family mentoring and advocacy, life and independent living skills training, and trauma-informed services. Participation in these programs is voluntary for families with children ages zero to eighteen years, living in/out-of-home situations.

The program is designed to empower and strengthen families by the development of an individualized family services plan, including preventive child care and coordination of community-based services and supportive services that aid in safety planning and family violence prevention services.

Beginning with State Fiscal Year 2015, the Home Visiting New Hampshire (HVNH) program, which until July 1, 2014 resided with Public Health, was integrated into the Comprehensive Family Support Services (CFSS) program. While the CFSS always had a home visiting component, by incorporating the HVNH program it created a much more robust home visiting component that families throughout the state have benefited from.

Nine Contracted Agencies

One Program for each DCYF District Office Catchment Area:	
Berlin	Family Resource Center Gorham/Berlin
Claremont	TLC Family Resource Center
Concord	Child & Family Services of New Hampshire
Conway	Children Unlimited, Inc.
Keene	Home, Healthcare, Hospice and Community Serves.
Laconia	Family Resource Center of Central NH
Littleton	Family Resource Center Gorham/Berlin
Manchester	Child & Family Services of New Hampshire
Southern	Child & Family Services of New Hampshire & Upper Room Family Resource Center
Seacoast	Families First Health & Support Center & Child & Family Services of New Hampshire
Rochester	Community Action Partnership of Strafford County & Child & Family Services of New Hampshire



EVALUATING OUTCOMES

Utilizing Title IV-B, subpart 1 fund, the Division for Children, Youth and Families will continue to provide the financial support necessary to offer a technical assistance position to conduct an in depth analysis of the needs of families participating in family support programs across New Hampshire and of the impact of the programs serving them. The Family Support Outcomes Evaluation measures the impact of strengthening protective factors in all counties in the state.

These data provide demographic information as well as reliable information about the impact of family support programs.

The data gathered from the Outcome Survey explores whether or not a direct correlation could be determined between participant satisfaction in the programs and change in protective factors, which are:

- Supportive Relationships;
- Accessing Resources;
- Parental Confidence;
- Sharing Parental Concerns;
- Meeting Family Needs;
- Standing Up for Family Needs; and
- Reducing Family Stress.

The outcomes are used to inform program practice and public policy.

The Comprehensive Family Support Services program is evaluated by the Division for Children, Youth and Families. Under the direction of the Bureau of Organizational Learning and Quality Improvement, the Division for Children, Youth and Families is moving toward a system of outcome-based contracting. Beginning with Comprehensive Family Support, in 2007, the Auditing Specialist worked collaboratively with providers to create a set of standardized outcome measures and design a data collection and reporting system. Outcome areas include:

- Characteristics of target population;
- What are the services needed and at what intensity; and
- Success of the program in avoiding future Division for Children, Youth and Families' involvement.

Data are obtained from tracking the graduating class following discharge from a Comprehensive Family Support Services program for three successive years. "Graduating Class" is defined as any child seventeen years old or younger who had left a Comprehensive Family Support Services program and had a treatment plan during and at the conclusion of program participation.

2015 Comprehensive Family Support Services Data

Total Families Served = 1,050
 Total Family Members Served = 3,437 (1,930 are children)
 49 percent of Families Served have a Single Caregiver
 57 percent of Families Served have Mental Health Issues
 28 percent of Families have Chronic Health Issues
 93 percent of Children Served have Healthy Kids/Child Medicaid Insurance
 29 percent of Adults without any Health Insurance

Each year the Division creates a graduating “Class of...” for all discharged children and tracks them for three years.

Comprehensive Family Support Services Program Outcome: To avoid future Division Costs and Services_(Out-of-home Placements & Intensive In-Home services)

Program outcomes to date are:

Class of 2011 for 1,297 graduating children = 91.2 percent continue having no further involvement with the Division (Tracked for four successive years)

Class of 2012 for 1,199 graduating children = 89.9 percent continue having no further involvement with the Division (Tracked for three successive years)

Class of 2013 for 1,085 graduating children = 90.2 percent continue having no further involvement with the Division (Tracked for two successive years)

Class of 2014 for 1,237 graduating children = 95.4 percent continue having no further involvement with the Division (Tracked for one successive year)

CFSS OUTCOME CONCEPTS

- Treatment plan success leads to avoidance of future Division for Children, Youth and Families’ costs
- CLASS of . . .
 - Only Discharged Children
 - Only those with a Treatment Plan
- Each State fiscal year generates a new class
- Each class will be tracked for three successive years
- Avoidance of future costs means capturing those children who are NOT successful
- Capture only first event of Division service (no repeats in Year two or Year three)

- Success starts out as one hundred percent and lowers as each unsuccessful event is captured

CHILD ADVOCACY CENTERS (CACs)

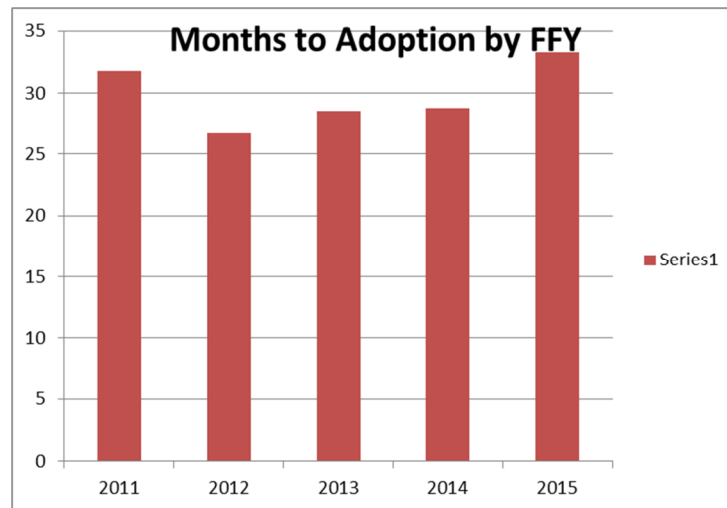
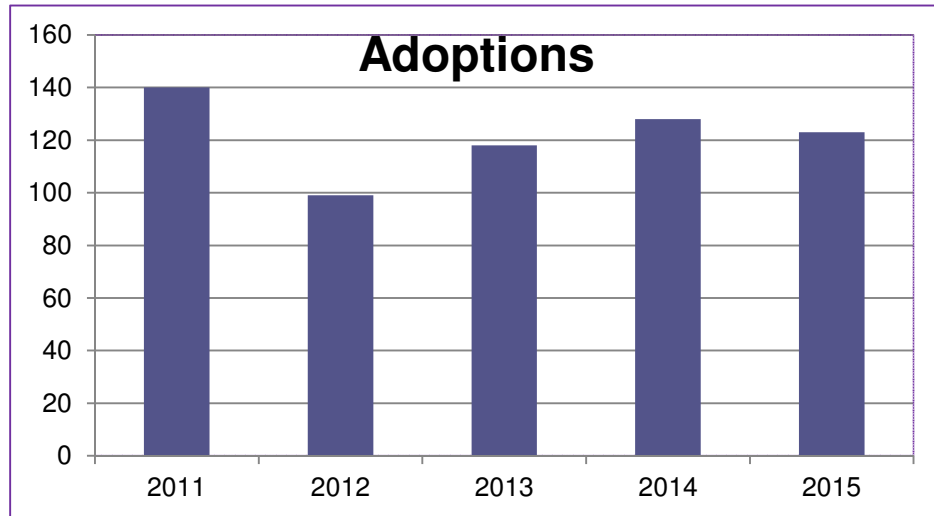
At present there is a Child Advocacy Center in every county throughout the state, with each providing coordinated services to child victims of crime and their families. The centers are part of the state chapter of the Nation Children's Alliance and represent all Child Advocacy Center in their mission to:

- Hold offenders accountable,
- Empower parents to protect and support their children,
- Provide support for services to meet needs of children and families, and
- Reduce the effects of trauma.

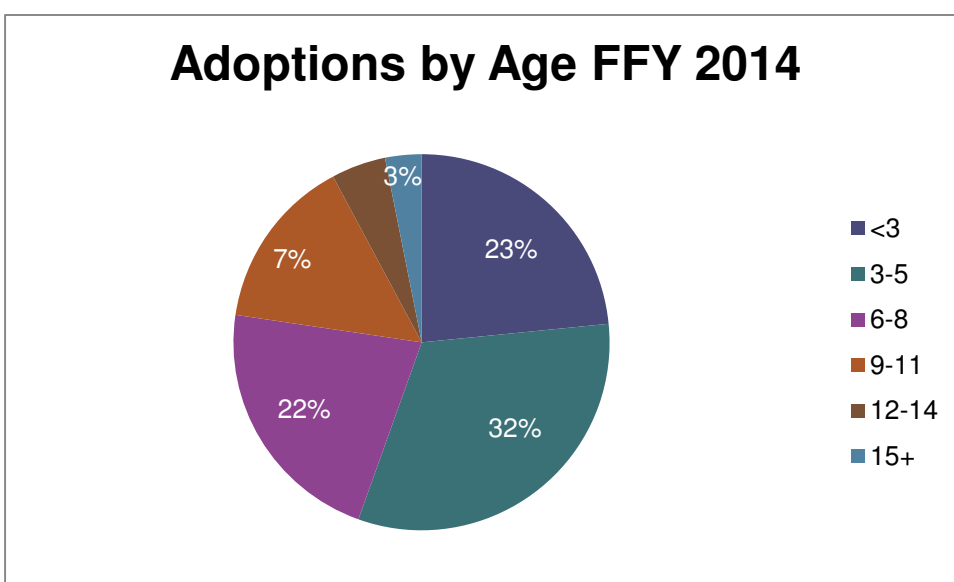
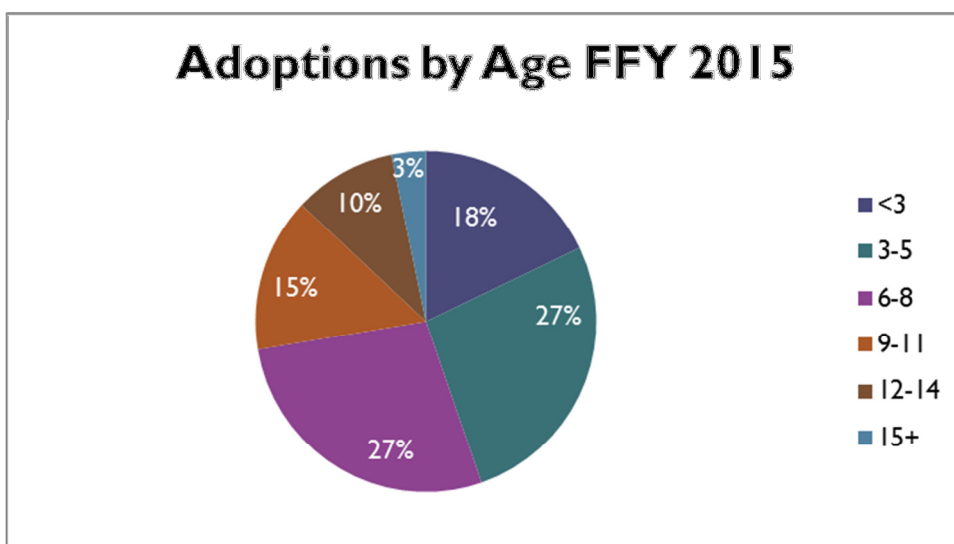
The Child Protection Supervisors met on May 24, 2016 to discuss the strengths and challenges of the multidisciplinary teams who utilize the Child Advocacy Centers. Although numerous strengths were identified, there are some areas that will need to be addressed including the sharing of information to ensure that the Centers are functioning effectively and meeting their core mission to serve children and families. Over the next few months, the Division will make a plan to address this. The Division is in the process of updating the Attorney General protocols and the joint work with the Child Advocacy Centers are a focus of the protocols. DCYF will also plan follow-up meetings with the specific Child Advocacy Centers where this has been a concern.

ADOPTION AND POST-ADOPTION SERVICES

New Hampshire experienced a slight decline in the number of finalized adoptions in FFY 2015. These decreases can be attributed to fewer children having entered care the preceding years and an increase in the time frames to adoption. There has been an increase in both the time from entry into care to termination and the time from termination to adoption. In 2013 the average length of stay for children who exited care to adoption was thirty months with 7.66 months from Termination of Parental Rights to adoption. In 2014 the average length of stay increased slightly to 30.3 months with a slight increase to 8.06 months from Termination of Parental Rights to adoption. In 2015 the increase was more significant with the average length of stay increasing to 33.3 months with 10.22 months being the average time from Termination of Parental Rights to adoption. Division staff reports that some of this delay is a result of the court time schedules for hearings. Another factor may be the increase of worker caseloads during this time period.

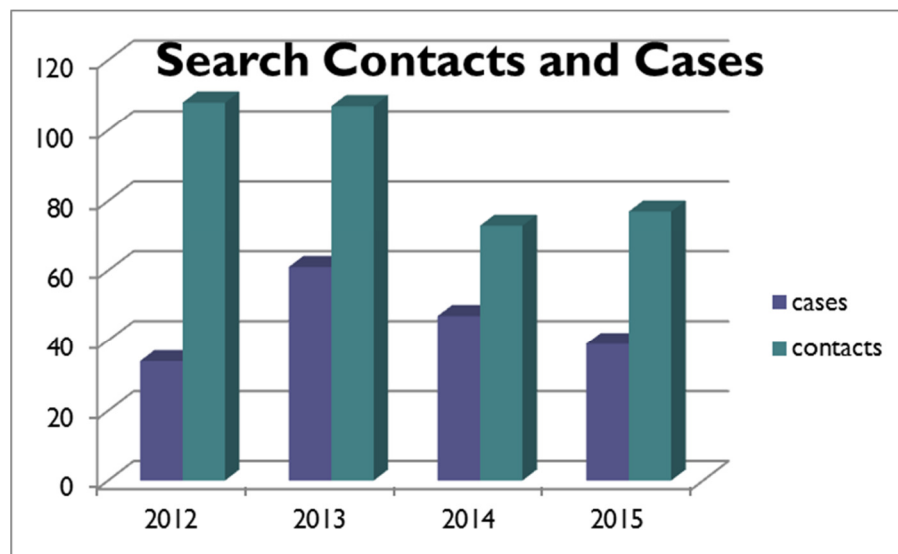
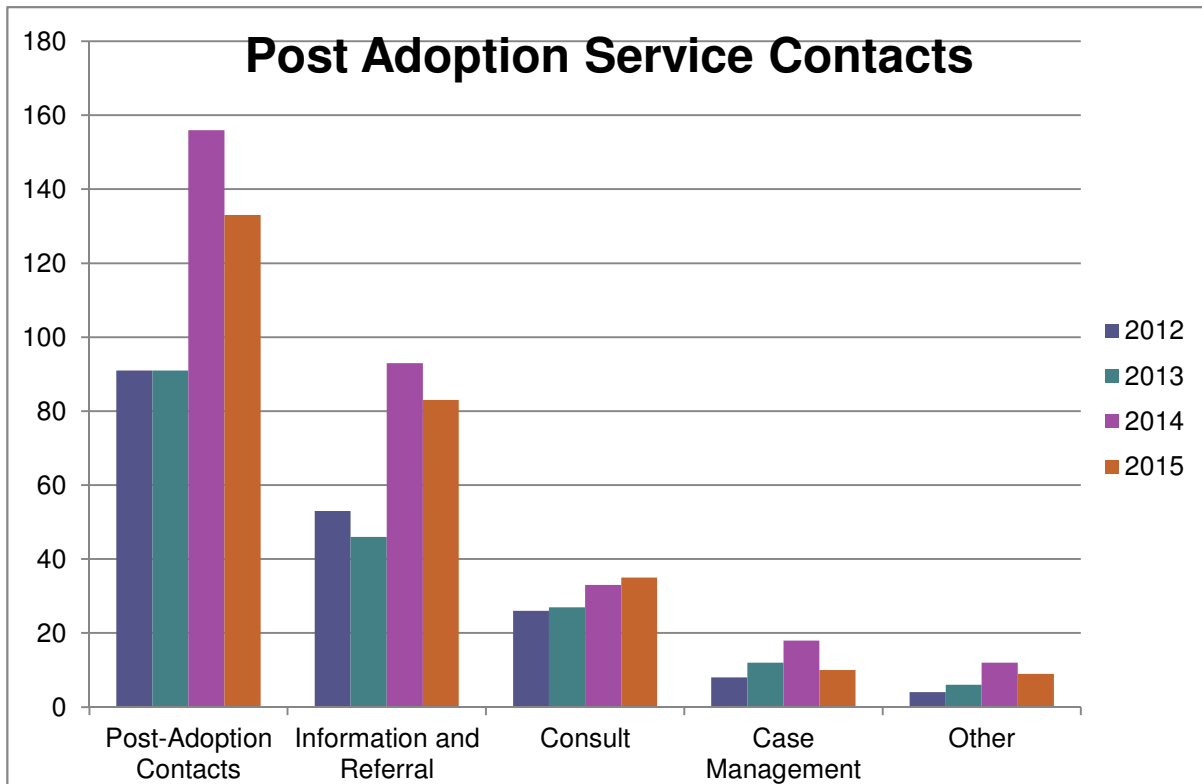


The ages of the children being adopted has remained similar from FFY 2015 to FFY 2016 with over twenty-five percent of the children being adopted over the age of nine years and thirteen percent over the age of twelve.



The request for post-adoption services including information and referral, case management and consultation has decreased slightly over the past year but still remains high compared to earlier years. The Division continues to provide search services to adoptees and biological parents. Those requests have decreased this past year, perhaps because of increased access to information via the internet or social media. The Division will continue to offer these services in accordance with New Hampshire laws and as services to the families that the Division serves. The Adoption Unit has implemented Solution Based Casework in all interactions with adoptive families and has developed a post-adoption case plan based on Solution Based Casework. In FFY 2016, the Adoption Unit created a survey which is used to collect data on client satisfaction with post-adoption services. The survey was initiated on March 7, 2016 and has been sent to twenty-five clients and a total of nine clients have responded. Feedback from the survey has been very positive. One hundred percent reported that the Post-Adoption Unit staff member was courteous and respectful. Eighty-nine percent of respondents reported that their inquiry was

answered promptly (within 48 hours/2 business days). Eighty-nine percent of respondents reported that they are satisfied with the assistance they received from the Post Adoption Unit. The Unit has worked to refine a family functioning screening and in 2016 will begin using these screens to measure the effect of post-adoption services in a more standardized way.



The Division for Children, Youth and Families is utilizing the existing permanency framework and infrastructure to implement practice that specifically addresses evidence-based screening,

assessment and treatments to ensure positive well-being outcomes for children who are adopted after experiencing trauma. New Hampshire has been awarded two federal grants, which are being used to fund two projects; The Partners for Change Project and the New Hampshire Adoption Preparation and Preservation Project which will evaluate the current practice, and services array, upscale promising evidence-based services and practices, and descale those services and practices, which are not producing positive well-being outcomes. These grant initiatives will be continually and rigorously evaluated by outside evaluators as a part of the grants requirements and new practices will be developed that specifically target the needs of the pre and post-adopt population. These practices include:

- Universal, flexible, and ongoing child and family screening and assessment specific to the pre and post-adoption population of children;
- Case planning strategies to address the assessed needs and measure progress specific to the target population;
- Service array reconfiguration to upscale evidence-based treatments specific to the needs of pre and post-adoptive families;
- Up scaling of family assessments for all resource families and a corresponding child matching process to ensure fit when placing children in pre-adoptive homes; and
- Training for resource parents and Division for Children, Youth and Families' staff working with pre and post-adoptive families related to trauma and adoption competency.

The Division for Children, Youth and Families seeks to improve screening and assessment of mental health symptoms and child functioning; develop functional outcome measures to inform case planning and measure progress; optimize the use of evidence-based treatments targeted for this specific population including Trauma-Focused Cognitive Behavioral Therapy and Child Parent Psychotherapy, informing all mental health treatment by providing training in adoption competency and improve placement stability and continuity of care through these interventions. Current information is located in the Trauma-Informed Practice Section under New Hampshire Adoption Preparation and Preservation Project (NHAPP). The Division seeks to expand and implement all of the objectives of this project statewide within the next five years which will create improvements in all current pre and post-adoption services including birth and relative care searches, recruitment and retention of quality families, pre and post-adoptive families, home based interventions, home visiting and supportive services for families and adoption subsidy.

Continuous Quality Improvement will be an integral part of these new initiatives. The grant recruitments specify that the project must have rigorous evaluation throughout the five-year process and a sustainability plan to include ongoing monitoring and evaluating. New Hampshire has partnered with outside evaluators who will be working closely with the Bureau of Organizational Learning and Quality Improvement to ensure that the practices are implemented with fidelity and evaluated for ongoing progress and success. Currently Division for Children, Youth and Families' staff, resource families, and mental health providers are participating in

interviews, focus groups and evaluations to obtain baseline data which will be measured at intervals to monitor changes in practice and improvement in knowledge outcomes. Placement stability, adoptive family satisfaction, staff and resource family knowledge and timeliness to adoption will be monitored throughout the project.

Implementing this initiative over the next five years will include training in a variety of areas. Training in adoption competency, (how to understand, work with and assist adoptive families and their children) will be provided to all Child Welfare staff, resource parents, and mental health providers. A curriculum will be developed that is specifically for New Hampshire and addresses the particular needs in the state. Training in providing evidence-informed standardized home study and matching processes has been provided to all of the Permanency staff in each district office (Resource Workers, Permanency Workers, and Permanency Supervisors) as well as staff from Child Placing Agency's across the state. Training on conducting initial screenings and ongoing assessment of both child functioning and mental health symptoms as well as family functioning has been provided to all Child Protective Service Workers. Additional training will assist the staff in understanding how to utilize the screening and assessment data to inform case planning and measure outcomes. Through the Partners for Change Project, also described in the Trauma-Informed Practice Section, training has been provided to Child Protective Services staff, Juvenile Justice staff, and resource families on the impact of trauma on children and families, the effects of vicarious trauma on the staff working with the families, and how to address and mitigate the effects.

COMMUNITY AND FAITH BASED INITIATIVE (CFBI)

The Community and Faith Based Initiative (CFBI) contract with Bethany Christian Services continues to provide assistance to the division in the area of recruitment, retention, and support of foster adoptive families. They continue to meet needs by circulating requests via electronic alerts and newsletters. They have also been able to provide over a thousand gifts during the holidays for children in care. Several very successful Faith forums were held during the last FFY. These events brought together New Hampshire Division for Children Youth and Families' staff and community and faith based liaisons to learn more about the needs of the division and the ways in which these organizations and individuals can support them. Currently CFBI has three part-time staff to cover the State and the Division for Children, Youth and Families' needs to build capacity within the Division in effort to better meet the needs of children and families who could benefit from the services provided by this contract.

FAMILY VIOLENCE PREVENTION SERVICES

Since 1997, New Hampshire has benefited from having co-located Family Violence Prevention Specialists (FVPS) in each district office. This program is funded through Violence Against Women Act (VAWA) funds, the Family Violence Prevention and Services Act (FVPSA) as well as Title IV-B funds.

The FVPS program is an ongoing partnership with the New Hampshire Coalition Against Domestic and Sexual Violence (NHCADSV) who provide staff from local crisis centers to work in the district offices providing case consultation, direct services and referrals for families experiencing the co-occurrence of domestic violence and child maltreatment.

State Fiscal Year 2015 Data FVPS Statewide Activities

Hot Line / Crisis calls	16,520*
Individual Counseling	11,442*
Group Counseling	515*
Community Education (# adults)	31,612

* Table indicates total number of children and families served by member agencies throughout the state

FOSTER CARE RECRUITMENT AND RETENTION

Please refer to Section Two under “[Foster and Adoptive Parent Licensing, Recruitment and Retention](#)” for further information.

Agency Responsiveness to the Community

ITEM 31: HOW WELL IS THE AGENCY RESPONSIVENESS TO THE COMMUNITY SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT, IN IMPLEMENTING THE PROVISIONS OF THE CHILD AND FAMILY SERVICES PLAN (CFSP) AND DEVELOPING RELATED ANNUAL PROGRESS AND SERVICES REPORTS (APSRs), THE STATE ENGAGES ON ONGOING CONSULTATION WITH TRIBAL REPRESENTATIVES, CONSUMERS, SERVICE PROVIDERS, FOSTER CARE PROVIDER, THE JUVENILE COURT, AND OTHER PUBLIC AND PRIVATE CHILD- AND FAMILY-SERVING AGENCIES AND INCLUDES THE MAJOR CONCERNS OF THESE REPRESENTATIVES IN THE GOALS, OBJECTIVES, AND ANNUAL UPDATES OF THE CFSP?

ITEM 32: HOW WELL IS THE AGENCY RESPONSIVENESS TO THE COMMUNITY SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT THE STATE’S SERVICES UNDER THE CHILD AND FAMILY SERVICES PLAN (CFSP) ARE COORDINATED WITH SERVICES OR BENEFITS OF OTHER FEDERAL OR FEDERALLY ASSISTED PROGRAMS SERVING THE SAME POPULATION?

ENGAGEMENT WITH INCARCERATED PARENTS

The Division for Children, Youth and Families has sustained the commitment to assuring incarcerated parents; particularly incarcerated mothers are engaged and actively involved in planning for the care, supervision and permanency planning for their children. The Administrator for Child Protection and Juvenile Justice Services participated on the Interagency Council created by Senate Bill 262. A meeting with women at the Goffstown women’s prison

occurred during 2015 as these have been ongoing over the past seven years and in 2013 these meetings began to be coordinated with Family Connections Center programming that takes place at the prison. These meetings continue to provide an opportunity to educate the women about the Division's role and responsibility for permanency planning for their children and to educate them about the services available to them. The Division for Children, Youth and Families' Liaison also makes every effort to provide women not involved with the Division with information about ways that they can continue to maintain contact with their children. Child Protection Service Workers are expected to communicate regularly with incarcerated parents whose children are in the care of the Division and in some cases to facilitate visits.

RESIDENTIAL TREATMENT REFORM

Although the formal work under the "*Framework for Collaboration*" concluded at the end of the previous Child and Family Services Plan cycle, relationships have been established at the local levels resulting in the ongoing collaboration between the Division for Children, Youth and Families and the residential providers that ensures the goals developed over the past several years are still achieved. Furthermore, the Division for Children, Youth and Families' Residential Certification Program Specialist participates on a newly established Youth Transition to Permanency committee with residential providers. This committee addresses several of the issues, policies and rules pertaining to residential placement for youth in care. Specifically, New Hampshire continues to work with residential providers to adjust their programming to meet the needs of youth, particularly as the Division looks toward serving seventeen year olds through Juvenile Justice Services Delinquency Cases effective July 1, 2015. Over the past year it has become apparent that due to a number of factors including the closure of some residential programs, the inclusion of seventeen years olds in the Juvenile Justice caseload, and the complex mental health needs of the youth served by the Division, that there is a shortage of residential beds in the state. A meeting was held with the providers and the Division on June 3, 2016. This meeting resulted in DCYF asking providers to consider development of new programming that can meet the needs of specific populations; girls, latency-aged children, and youth with significant developmental and mental health needs. A meeting with the Department of Health and Human Services Commissioner and the DCYF Residential Providers to further the conversation about meeting the residential treatment needs of New Hampshire youth is scheduled for July 8, 2016.

MODEL COURT PROJECT

Since 2008 the Division for Children, Youth and Families has been a key partner in the development of protocols and practices designed to assure better outcomes for children and youth involved in the Child Protective Services System. Early on the Concord and Franklin Courts were identified as Model Court sites. The partnership that has been established between the judges, court staff, CASA and the Division has resulted in Termination of Parental Rights (TPR) and Adoption protocols, currently being updated, Children and Youth in Court protocols

and most recently APPLA (Another Planned Permanent Living Arrangement) protocols which were implemented statewide on December 1st 2015.

Since 2011, the Model Court Project has focused on two primary goals:

- **Participation of children and youth in court.** The Model Court will encourage the meaningful participation of children and youth in court hearings and will develop protocols that promote this practice.
- **Improving APPLA (Another Planned Permanent Living Arrangement)** as a permanency goal to ensure that this is the most appropriate goal and that youth who leave the Child Welfare System have a stronger permanent connection with a primary caring adult and are better prepared for adult living.

The Model Court Executive Committee approved the Children and Youth in Court Protocols in June 2011. Since then training has been provided statewide for court staff and Judges, CASA and Division staff, as well as stakeholders in every jurisdiction across the State. The Children and Youth in Court Protocols were fully integrated into Division, court, and CASA practice statewide in February 2013.

The most recent data regarding the implementation of the *Children and Youth in Court Protocols* demonstrate that these protocols are achieving the outcomes anticipated when they were developed:

- Seventy-three percent of children and youth attended hearings they were invited to attend;
- Ninety-two percent of youth who attended court felt encouraged and supported to attend hearings;
- Eighty-three percent of foster parent or relative caregivers felt adequately prepared for court hearings;
- Ninety-one percent of foster parents or relative caregivers knew that the child or youth was invited to attend court; and
- Eighty-six percent of foster parents knew what to expect at the hearing.

The draft Protocols Relative to RSA 169-C Post-Permanency Hearings for Older Youth with a Permanency Plan of Another Planned Permanent Living Arrangement (APPLA) were finalized by the APPLA Subcommittee in August 2013 and subsequently approved by the Model Court Executive Committee. Recently, however, as a result of the piloting of the Another Planned Permanent Living Arrangement Protocols, in conjunction with the recent federal legislation pertaining to Another Planned Permanent Living Arrangement, the protocols were updated. The protocols establish that Another Planned Permanent Living Arrangement as a permanency plan consists of four (4) parts:

- Identifying a Primary Caring Adult (with whom the youth may or may not live upon case closure);
- Identifying Important Family Members;
- Other Supportive Persons; and
- The Youth's Current and Post-Case Closure Plans for:
 - Safe and Stable Place to Live;
 - Education;
 - Employment/Job Training; and
 - Health.

Each of the four parts is integral to an Another Planned Permanent Living Arrangement Permanency Plan for an older youth, and each should be addressed concurrently with the other parts. DCYF is utilizing the court report used in APPLA Cases to reflect the requirements of the federal legislation to assure that the permanency report reflects the four parts identified above.

To assess the outcomes of the APPLA Protocols an evaluation has been developed with an independent researcher from Plymouth State University contracted with the New Hampshire Court Improvement Project (CIP)/Administrative Office of the Courts, to gather information from post-permanency court hearing, key stakeholder interviews and focus groups with judges, marital masters, court staff, CASA and Division staff and interviews with current older youth with APPLA as a permanency plan.

On October 22, 2015, Administrative Judge Edwin W. Kelly of New Hampshire signed an Administrative Order that stated: "Effective immediately, the "Court Protocols for RSA 169-C Post-Permanency Hearings for Older Youth with a Permanency Plan of Another Planned Permanent Living Arrangement (APPLA)" and all forms of promulgated for use with such protocols are hereby made mandatory for use in the Judicial Branch Family Division of New Hampshire. This Order is made pursuant to Supreme Court Rule 54 in order to manage the case flow and to assure the timely and successful disposition of the matters discussed in the protocols."

On October 30, 2015, The Division for Children, Youth and Families (DCYF) was able to provide a New Hampshire statewide training for Child Protective Service Workers (CPSWs), Child Protection Supervisors, DCYF attorneys, CASA workers, and judges to implement the new APPLA protocols. The parties have been working collaboratively Since December 1, 2015 to make accommodations for youth with the permanency goal of APPLA to ensure that the Division is following these new procedures.

Since the beginning of November 2015, the Division has been able to gather information statewide in efforts to be proactive in planning for youth. Given the new protocols, the Division needs to ensure that those youth under the age of sixteen, and who had a current case plan goal of APPLA, were able to gain a new case plan goal to reflect a more appropriate plan. Each district office was able to form a list of youth who needed a new plan. By conducting Permanency Planning Team meetings at the local level, these identified youth were able to gain a new primary case plan goal. There were a handful of more challenging cases, in which the Division's Permanency Program Specialist was able to facilitate a more formal meeting with the CPSW, CASA worker, and permanency team in efforts to collaborate in the best case plan goal for those particular youth.

On March 22, 2016, the Division held a statewide leadership meeting where the topic of APPLA protocols was the focus. "Refresher" training was provided to all DCYF Supervisors and Administration. During this training there was discussion on educating parents; court approved primary caring adults, parents, and residential providers about the four parts of the APPLA Post-Permanency Hearing. The training discussed how DCYF can assist the youth with the APPLA Post-Permanency Hearing, how the Division can assess for potential Primary Caring Adults and how these individuals can be prepared to participate in the court hearings. The DCYF court report for APPLA cases was reviewed as well as how DCYF can support the youth at the APPLA court hearings.

Another area of concentration has been around identifying a Primary Caring Adult (Primary Caring Adult) for each APPLA youth in out-of-home care. The Permanency Program Specialist has been working with the local Permanency Workers statewide to gain information on which youth have PCAs and which youth are still in need of a Primary Caring Adult. A trend that has come to the attention of the Division is around identifying Primary Caring Adults for the developmentally delayed population. Some of this population may be in DCYF guardianship and be in Division care until age twenty-one, at which time the plan would be to transition to the adult system. There are some situations in which they require a legal guardian, of which is identified through the office of public guardian. This is an area in which the Division is going to continue to work and come up with strategies on how to be proactive for this particular population. The Division would like to remove any barriers that may be preventing this population the opportunity to have a Primary Caring Adult.

The Permanency Program Specialist is working with the Division's Bureau of Information Systems to have a more formalized tracking system in documenting Primary Caring Adults for youth. The Division is looking to identify a place in the SACWIS system where this information can be located and pulled through a query search.

Since March 2016, the Sununu Youth Services Center (SYSC) has been able to work with an outside agency (P3) to support DCYF in creating consistent permanency with DCYF's Juvenile Justice System. The team is made of a diverse representation from throughout New Hampshire, including direct field staff (JPPOs and supervisors) as well as administration, and staff from

SYSC. This group is looking forward to providing a day and half of training for DCYF's Juvenile Justice staff statewide this coming July 2016. The group meets at least one time per month. This team will be continuing to meet beyond the time with the 3P consultant to discuss Juvenile Justice Practice and looking at different areas where policies and procedures can be implemented to ensure consistency with practice statewide.

The Permanency Program Specialist has been able to visit each district office over the last year to look at how permanency planning is implemented in each office. The goal is to also look at how Child Protection and Juvenile Justice staff are working in collaboration to ensure permanency for all of the youth in care. Some offices have JPPOs attend the Permanency Planning Team (PPT) meetings in efforts to do more intensive permanency planning for those more difficult Juvenile Justice cases. The hope would be that this will be happening statewide at some point in the near future. Some offices have a JPPO as part of their PPT team which helps to bring diverse thoughts, ideas, and opinions to the table when discussing permanency plans. This too would be a goal for the future to have every District Office operating under these parameters.

ISO RECRUITMENT MEETINGS

ISO (Individual Service Option) recruitment meetings occur on a monthly basis and were designed to take a deeper review of the children who needed recruitment for ISO level families so that they could step down from residential care into a lesser restrictive setting. The meeting has grown to also include presentations from the staff regarding children or sibling groups when there has been difficulty in finding an appropriate foster or adoptive family as a match and more recently for emergency placements. These meetings give workers the opportunity to provide additional information about the child's likes, interests, unique challenges and needs to the ISO agencies and Resource Workers to facilitate the recruitment for both bridge homes and permanent families. CASA and residential staff often attend to advocate for the child. These meetings tend to give a more accurate and personalized picture of the child who is in need of a family. Youth are encouraged to come and present themselves and express their desire for a family. There has been an increased focus on including youth involved in the Juvenile Justice System in ISO meetings in order to expand recruitment efforts and look at establishing permanent connections for all children involved with the Division for Children, Youth and Families.

NEW ENGLAND YOUTH PERMANENCY CONVENING

Although the formal Permanency Convenings have ended, the New England Youth Coalition (NEYC) continues to meet as a result of the convenings. With the support of the New England Association of Child Welfare Commissioners and Directors, the New England Youth Coalition is doing significant work on establishing normalcy guidelines for youth in care.

PERMANENCY PLANNING FOR YOUTH INVOLVED WITH CHILD PROTECTION AND JUVENILE JUSTICE

As part of the Division's annual work plan with Casey Family Programs, the Division established a strategy aimed at achieving better permanency outcomes for youth involved with Child Protective and Juvenile Justice Services committed to the Sununu Youth Services Center (SYSC). Casey Family Programs contracted with the 3P Consulting group to conduct file reviews, targeted interviews, and focus groups on a select number of youth cases with the goal of providing permanency practice recommendations for this population to the Division for Children, Youth and Families. This work is continuing and two days of permanency training for Juvenile Justice staff are planned for July 27-28, 2016.

PARENT PARTNER PROGRAM

Funds from Title IV-B and Child Abuse Prevention and Treatment Act grants support the Division's practice to utilize parent leaders as partners in improving Child Welfare outcomes for children and their families.

PARENT PARTNER PROGRAM UPDATE:

- The Division continues to run monthly Better Together Workshops involving birth parents, foster parents, Division staff and community partners. In this past year over 300 participants attended and learned how to work in authentic partnership with parents;
- The Division continues to innovate and explore creative ways to implement Better Together Workshops to create opportunities for all parents to share their experiences with the Division at all levels. This past year the curriculum was modified to meet the needs of Juvenile Justice involved families and Juvenile Justice Probation Officers. The Division piloted the modified curriculum and is now implementing it as a standing training within Juvenile Justice;
- Every field office has been able to sustain and grow their "Better Together Team." These teams are family engagement action teams charged with promoting family voice and inclusion at the field level. The inclusion of foster parents and additional Juvenile Justice Probation Officers will strengthen these teams;
- Parent leader recruitment and retention has now been integrated into the Division's practice. The Division for Children, Youth and Families developed and adopted a "Parent Leadership Policy" to guide the field in this area. The policy established an expectation that all staff participate in this recruitment process;
- The statewide network of parent leaders remains strong and very active. Parents are involved at all levels of the Division bringing their perspective to inform practice discussions, policy development and program improvement. Parent leaders are serving

as training partners to train Division for Children, Youth and Families' field staff, foster parents, and staff. Parent leaders also are providing peer-to-peer support in some selected district offices as a pilot;

- There are fourteen parents and several foster parents as active members of the Statewide Steering Committee providing oversight to the Parent Partner Program and being champions of this way of including family members. In addition, there are ten parents serving on the Family Advisory Council for the Sununu Youth Services Center in Manchester; and
- Parent leaders continue to serve as “practice advisors” participating in panels and theme-based practice discussions with field staff on such topics as “safety planning with families when substance abuse is present.” Many more parents have joined the Parent Partner Programs’ “traveling team” bringing their voice, stories, experiences and unique expertise to field offices throughout the state. These practice discussions create an opportunity for parent leaders to be visibly present at the district offices and actively participate in the process of improving practice from the ground up through dialogues and conversations and planning and testing changes to positively improve practice.

OUTCOMES:

- Parent voice and perspective remains evident at all levels of practice as evidence by the number of parent leaders who are active at local teams, committees, and networks;
- The culture shift has been consolidated. The field now sees parent leaders as valued partners in keeping children safe;
- Staff continues to actively participate in program activities involving parents and report that this is helping them ground their practice by gaining a better understanding of what it is like to be involved with the child welfare system, what actually works and helps parents and how to work with parents to facilitate change; and
- Families also continue to shift their perceptions of the Division. Fear and shame is giving way to healing, pride, self-empowerment, hope and engagement in concrete action to make things better for children and families.

CORE OBJECTIVES FOR FISCAL YEAR 2017:

- Sustain current level of activities;
- Continue to systematically integrate family voice in all aspect of the Division work;
- Expand the pool of parent leaders;
- Expand the pool of Better Together Facilitators;

- Revise the Program Manual;
- Explore opportunities to partner with a university to conduct an implementation and impact study.

FOSTER CARE HEALTH PROGRAM

Since November of 2009, the Division for Children, Youth and Families has two Foster Care Health Nurses that are available to each district office as consultants for any family involved with the Division, either during the Assessment phase or after a case has been opened. Each child receives a comprehensive health and developmental assessment within thirty days following placement. The Foster Care Health Nurses act as healthcare program managers to ensure that every child in relative or foster placement has their medical, behavioral, and dental health needs met. The Foster Care Health Nurses also act as healthcare coordinators for children in care who have complicated health care needs to ensure that their medical needs are being met effectively and to collaborate with DHHS partners and community providers to ensure positive health outcomes.

NEW HAMPSHIRE FOSTER AND ADOPTIVE PARENT ASSOCIATION (NHFAPA)

The Division has always recognized and appreciated that the best recruitment tool for new foster and adoptive families is a well-supported network of foster or adoptive families. The Division continues to have a strong collaborative relationship with the New Hampshire Foster and Adoptive Parent Association (NHFAPA) and values the hard work and commitment of the parents actively involved with this Association. NHFAPA and the local level associations offer peer support to fellow families and work hard to recruit new families to serve children in need. In years past the association benefitted from a support and technical assistance contract that was awarded to and managed by an outside contractor. These funds allowed the association to cover their basic operating costs, contribute to their fall training conference and support a part-time staff. The funding for this contract was diverted to other projects in June 2011. Since then, NHFAPA has had difficulties in maintaining leadership and fundraising.

In a partnership with the Bureau of Community and Family Support and Granite State College, New Hampshire Foster and Adoptive Parent Association continues to hold an annual training and appreciation event for all licensed parents. This fall event offers an opportunity for advanced training from a nationally known speaker along with networking between the parents.

Through other connections developed for recruitment purposes, the Division has arranged for NHFAPA to be the recipient of some fundraising opportunities. Wendy's Restaurant offered to help support the production of "Home At Last", the Division's child specific recruitment partnership with "New Hampshire Chronicle". They offered to hold a fund raiser to highlight the show and support New Hampshire Foster and Adoptive Parent Association. The Foster Care Unit offers support to the association by connecting them with various fund raising opportunities or other forms of support or donations that it learns about. There was some preliminary

discussion with the Foster Care Unit, the Public Information Office and a New Hampshire based Ski Resort that was interested in holding an annual charity race and event to support foster and adoptive families in the state. If this comes to fruition when it is revisited, NHFAPA would be the identified non-profit recipient of any funds raised.

The Foster Care Manager, along with Granite State College, is working closely with New Hampshire Foster and Adoptive Parent Association to craft a Foster Parent Bill of Rights in New Hampshire. The Licensing Rule includes the “Foster Child’s Bill of Rights” which outlines how a child should be treated in foster care. New Hampshire has adopted a “Youth Bill of Rights” to ensure that youth in care experience normalcy despite being placed away from their family. NHFAPA feels strongly that it is time for New Hampshire foster parents to develop their own bill of rights to affirm the dignity of foster parents, require that they be given notice regarding child placement decisions, allow them to have a voice in planning visitation between children and their parents and give them consideration if adoption of the child becomes the primary plan. NHFAPA would like to incorporate the Reasonable and Prudent Parent Standards into these rights to act as guidance for all involved with child welfare.

The Division would like for the association to return to a strong and viable resource for the foster and adoptive families in New Hampshire and is working with them to explore other supports or opportunities that might be available to them.

COMPREHENSIVE FAMILY SUPPORT SERVICES (CFSS)

Please refer to [Comprehensive Family Support Services](#) in Section Two under “Service Array” for further description.

NEW HAMPSHIRE CHILDREN’S TRUST

The Division for Children, Youth and Families continues to partners with the New Hampshire Children’s Trust, Inc. (NHCT), whose mission is to prevent child abuse and neglect in New Hampshire. In 1996, the NHCT was designated as the lead agency to receive and distribute Child Abuse Prevention and Treatment Act Title II (Community-based Family Resource and Support) funds. Currently, the organization receives approximately \$200,000, an amount that is based on the state’s child population. Primary prevention is the highest priority of the New Hampshire Children’s Trust, Inc. Their programs focus on education and training in infant/child development, parenting, and skill building for parents.

New Hampshire Children’s Trust, Inc. is a essential partner with the Division’s Bureau of Community and Family Supports and a co-lead with the Child Development Bureau in the Strengthening Families’ Initiative.

The New Hampshire Children’s Trust has taken a leading role in the development of standards for Family Resource Centers of Quality. New Hampshire Children’s Trust, Inc. has worked with DCYF and Family Support New Hampshire, (membership is primarily DCYF contracted Family

Resource Centers), and rewrote the California Network of Strengthening Family Networks, standards of quality which are built on the principle of family support.

STRATEGIC PLAN

The New Hampshire Children's Trust has developed a [five-year strategic plan](#) focusing on eliminating child abuse and neglect in the most vulnerable population, children under age three. The strategic plan has six overarching goals with specific objectives. Each employee is responsible for implementing a work plan to support progress on the strategic plan. As part of the Continuous Quality Improvement process, employees review outputs and outcomes monthly and report on high level dashboard measures to the board of directors at least semi-annually.

2012 – 2016 GOALS

1. **Reach** all New Hampshire families during pregnancy through age three with proven effective strategies that prevent child abuse and neglect.
2. **Advocate** for the best possible New Hampshire policies, plans, systems, data, resources, training and coordination for prevention.
3. **Increase** public awareness of child abuse and neglect in New Hampshire and how it can be prevented.
4. **Lead** the development of the New Hampshire State Plan for the Prevention of Child Abuse and Neglect.
5. **Bring** prevention resources to New Hampshire from outside and inside.
6. **Build** the sustainable organization's capacity to achieve the goals of the strategic plan.³

DIVISION FOR CHILDREN, YOUTH AND FAMILIES EDUCATION SERVICES AND SUPPORT

The work of the Division's education specialist over the past year has been involved in case consultation, training, and informing policy development, school districts, courts et al. and state level Department of Education (DoE) staff and will continue this effort.

The Division recognizes the importance of providing services of the education specialist to the population of the Sununu Center (SYSC) as well. During State Fiscal Year 2016, the education specialist has been providing part-time consultation to the youth at the Sununu Youth Services Center.

³ <http://www.nhchildrenstrust.org/strategic-plan>

The Division for Children, Youth and Families will continue its involvement in key statewide initiatives. First, there is the collaboration with others in the Court Improvement Project's Education Protocol subcommittee. New Hampshire assembled a team of professionals to work diligently to remove barriers to educational successes for children and families.

The education stability committee continues to work to implement the changes that have been authorized through the Family Educational Rights and Privacy Act (FERPA). The Division continues its work with the Department of Education to strategically interface with the current statutes that create barriers for data sharing and determine a means by which data can be meaningfully shared between DoE and the Division for Children, Youth and Families.

The Division for Children, Youth and Families will continued to mine education data to determine compliance with the Fostering Connections Legislation by determining the number of children that are currently in out-of-home placement inside their sending School Administrative Unit as well as determined to be in the most educationally appropriate setting based upon the needs of the child and family. The Division will review using Promoting Safe and Stable Families (PSSF) funds to ensure ongoing compliance with the Fostering Connections Legislation.

COORDINATION WITH TRIBES

Please refer to Section Five [Consultation and Coordination between States and Tribes](#) for further information.

FAMILY VIOLENCE PREVENTION SPECIALIST (FORMERLY DVS) PROGRAM

Please refer to [Family Violence Prevention Services](#) in Section Two under "Service Array" for further description.

HEAD START STATE COLLABORATION OFFICE

The Head Start Collaboration Office (HSCO) is funded by the US Department of Health and Human Services Administration for Children and Families (US DHHS ACF), Office of Head Start to improve long-term outcomes for income-eligible young children (aged birth to five years), their families and pregnant women. As specified in the Improving Head Start for School Readiness Act of 2007, Head Start Collaboration Office s are required to facilitate collaboration among Head Start/Early Head Start agencies and entities that serve children from birth to school entry and their families with low incomes. Resources from the Head Start Collaboration Office grant are used to create, support and sustain collaborative relationships and initiatives among Head Start and state and community partners in six priority areas established by the Head Start Act and revised by the Office of Head Start in January 2015. Included are:

- Partnering with state child care systems emphasizing the Early Head Start-Child Care Partnership Initiatives;

- Working with state efforts to collect data regarding early childhood programs and child outcomes;
- Supporting the expansion and access of high quality, workforce and career development opportunities for staff;
- Collaborating with the state's Quality Rating and Improvement System;
- Working with state school systems to ensure continuity; and
- Addressing regional priorities in the areas of health care (physical, oral, mental health); education (transition to and alignment with public school); services to families who are homeless; services to children with disabilities; child care; child and family welfare/assistance (two areas), family literacy, community services, and early childhood systems building.

The work of the Head Start Collaboration Office is firmly integrated with that of other DCYF Bureaus by braiding funds, sharing resources, allocating staff time to shared initiatives and targeting common goals and outcomes within the respective federal plans. As a result, considerable progress was made during the past year in at least three priority areas that are highlighted next: 1) Early Head Start-Child Care Partnerships; 2) Early Childhood and Family Mental Health; and 3) Developmental Screening through Watch Me Grow.

EARLY HEAD START-CHILD CARE PARTNERSHIPS

In 2014 the US DHHS Administration for Children and Families issued a new funding opportunity designed to provide a solid foundation for the nation's infants and toddlers in families with low incomes by increasing the quality of child care programs via partnerships with Early Head Start. Through these partnerships, qualifying families of infants and toddlers in child care partnership programs receive the same comprehensive health, early learning and family support services available to young children in Early Head Start. In 2015, New Hampshire received two awards Early Head Start-Child Care Partnerships (EHS-CCP) awards: Strafford County Head Start/Early Head Start received a \$500,000 EHS-CCP grant to serve twenty-eight infants and toddlers in four child care sites; and Southern New Hampshire Services Head Start/Early Head Start received a \$300,000 EHS-CCP Expansion Grant to serve sixteen infants and toddlers and their families in one child care center operated by the program. In February 2016, Administration for Children and Families issued an EHS-CCP Funding Forecast that includes approximately seventy-five awards to expand these services. All five of New Hampshire's grantees (three with existing Early Head Start services and two that serve Head Start children only) are exploring the possibility of applying for funds, should a Funding Opportunity Announcement be issued in May as expected. Currently, Head Start serves 1,694 children and their families (funded enrollment), including 1,309 in Head Start, 341 in Early Head Start and forty-four infants and toddlers in EHS-CCP.

Over the past year, the New Hampshire DHHS/DCYF Child Development Bureau (CDB), Head Start Collaboration Office and the DHHS Child Care Licensing Unit identified strategies to support EHS-CCP by addressing state system barriers. For example: the Child Development Bureau's new CCDF (Child Care Development Fund) plan includes policy changes such as expanded eligibility periods for Child Care Scholarship and an annual allotment for child absences that will better align with Early Head Start; the HSCO and CCDF federal plans include joint information dissemination about access to high quality child care; and Head Start Collaboration Office, Child Care Licensing and Child Development Bureau will work over the next twelve months to align monitoring systems.

EARLY CHILDHOOD AND FAMILY MENTAL HEALTH

Four Division Bureau Administrators (Head Start Collaboration Office, Child Development Bureau, Well-being, and Community and Family Support Services) continued to serve on the New Hampshire Department of Education's Safe Schools/Healthy Students grant State Management Team and various workgroups over the past year. The Head Start Collaboration Office Administrator also continued to support three early childhood coordinators to adopt procedures to include developmental screening in their district programs, which all three districts (Laconia, Concord and Rochester) have done. Examples of results for the 2014-2015 school year included the following, which demonstrate the successful identification of children in need of further support regarding social/emotional development: Concord screened sixty-five percent (N=173) of its incoming kindergarten children using the Ages & Stages Questionnaires: Social Emotional (ASQ-SE), which resulted in referrals for ten percent of these children; Rochester screened forty-four incoming kindergarten children using the ASQ-SE, which resulted in five referrals to the district's Tier II Positive Behavior Intervention and Supports Program; and Laconia screened eighty-two children using the ASQ-SE, with twelve (approximately 15%) resulting in referrals. Finally, the project met its goal to ensure that at least two early childhood professionals in participating school district communities received their Early Childhood and Family Mental Health (ECFMH) credential before the end of the grant period, and thus, increase access to quality ECFMH services for New Hampshire's young children and families. Six early childhood professionals received the ECFMH credential over the past year, including four at the intermediate level and two at the advanced level.

DEVELOPMENTAL SCREENING, REFERRAL AND PARENT INFORMATION VIA WATCH ME GROW

Watch Me Grow (WMG) is New Hampshire's developmental screening, referral and parent information system designed to assist families of children from birth through five years of age to "ensure their child's brightest future" through voluntary developmental screening, referral to resources and parent education on developmental milestones and red flags. Funding and resources from three DHHS Divisions are blended to support system implementation in the Division's contracted family resource centers throughout the State: DCYF (Bureau of Community and Family Support Services with Title IV-B and Child Abuse Prevention and Treatment Act grants, Child Development Bureau, Bureau of Well-being and Head Start Collaboration Office); Public Health, Maternal and Child Health; and Community-based Care

Services – Developmental Services (Family Centered Early Supports and Services, or early intervention).

During the past year:

- DCYF hired a part-time contractor to provide training and technical assistance to Watch Me Grow sites and partners, which will facilitate the state’s capacity to implement the system with fidelity;
- DCYF in partnership with the Maternal and Child Health Section hired a full-time VISTA volunteer for Watch Me Grow. WMG has also been approved for a new VISTA volunteer for the 2016-2017 and is in the process of recruiting applicants;
- With funding from the DCYF Bureau of Well-being and Spark New Hampshire, Early Childhood Advisory Council, Watch Me Grow is in the process of launching ASQ online, which will enable families to complete the ASQ questionnaires online and connect with a regional Watch Me Grow site for information and follow-up; and
- A data bridge was established between the Brookes ASQ online web site and the WMG Welligent data base to ensure that screening data were available at one web site.

As the following table shows, Watch Me Grow has steadily increased the number of screenings conducted each year and the number of children screened. When considered together, the percentage of children being referred or scheduled for a recheck from 2010 to date remains relatively consistent with the estimated prevalence of developmental and behavioral concerns in U.S. children (twelve percent – sixteen percent). NOTE: Numbers represent a snapshot in time and may change as sites enter data from earlier timeframes.

WMG SCREENINGS AND RESULTS BY CALENDAR YEAR AND CUMULATIVELY TO DATE (2010-2016)

	2011	2012	2013	2014	2015	2010-16**
Total Screenings	533	829	2,216	2,586	2,654	9,807
Children (unduplicated)	455	688	1,486	1,732	1,689	5,631
Referred*	22%	6%	7%	10%	9%	9%
Recheck*	10%	10%	14%	11%	13%	12%

**Rounded to the nearest percent; **As of May 24, 2016*

SYSTEM OF CARE AND THE MEDICAID 1915(i) STATE PLAN AMENDMENT

The New Hampshire Department of Health and Human Services received a four-year grant to develop and implement a System of Care (SOC) model of practice and intervention that is

nationally known to serve this population of children and youth more effectively and efficiently. This grant helped to establish the infrastructure of a System of Care and a program that utilizes the SOC approach and high fidelity wraparound model of practice. The Division has been the lead agency for this work for the past two years. The infrastructure development has included the identification of a hub or Care Management Entity model, the identification of a high fidelity wraparound model, the development of program processes and procedures, curriculum and training procurement, service array development, provider network, evaluation and sustainability.

This item and the work associated with this item are being moved to the newly formed Division of Behavioral Health Services. The work associated with this program will still be connected to and impact outcome for children in regards to DCYF, by helping to increase community capacity and avoid involvement with DCYF.

DIVISION FOR CHILDREN, YOUTH AND FAMILIES OVERSIGHT PANELS

The Division for Children, Youth and Families supports the functions of a variety of oversight panels including the Citizen's Review Panel and the Division for Children, Youth and Families' Advisory Board. In combination, these groups meet the requirements of Child Abuse Prevention and Treatment Act and Title IV-B, in addition to New Hampshire statutory requirements.

THE DIVISION FOR CHILDREN, YOUTH AND FAMILIES ADVISORY BOARD

The Division for Children, Youth and Families' Advisory Board had been a requirement of the New Hampshire Legislature, RSA 170-G: 6. Following the New Hampshire Legislative Session in 2014, the Board was required to sunset. Since then, however, there has been legislation passed to reinstate the DCYF Advisory Board. The Board has maintained many of the previous members in order to maintain the broad child welfare representation. The Board members have continued to actively meet on a monthly basis as a function of the Citizen's Review Panel.

Topics presented to and discussed by the Board in State Fiscal Year 2016 have included:

- Review of the Child and Family Services Plan goals;
- Update on Child Protection, Juvenile Justice and Sununu Youth Services Center data and needs by the DCYF Director;
- Discussion with the DCYF Field Services Administrator on the status and needs of the field in Child Protection and Juvenile Justice Services;
- Presentation by the DCYF Foster Care Program Manager on the current status of the DCYF Foster Care Program; and
- DCYF legislative updates.

After the presentations the Board determines how they will proceed with that particular issue in their ongoing advising and assisting in improving Division for Children, Youth and Families Practice.

THE CITIZEN'S REVIEW PANEL

In April 2011, the Citizen's Review Panel (CRP) merged with the Division for Children, Youth and Families' Advisory Board. Each Board has kept its own identity and mission; however their efforts have been merged and focused on having a more powerful impact on Child Welfare Practice. The purpose of the Citizen's Review Panel is to determine how effectively the Division for Children, Youth and Families is discharging its Child Protection responsibilities.

The Citizen's Review Panel is required to review the compliance of the Division for Children, Youth and Families in the discharge of its duties with respect to the following:

- The State Child Abuse Prevention and Treatment Act Plan;
- Coordination with Title IV-E foster care and adoption programs;
- Activities associated with CFSR;
- Participation in the Division for Children, Youth and Families' Case Practice Review Process;
- Participation in debriefings on Quality Assurance Specific Case Reviews; and
- Other criteria the panel considers important.

In the event that a fatality or near fatality occurs that is connected to a Division for Children, Youth and Families' Case or Assessment, the Division's Field Services Bureau Chief engages in a critical incident review. The results of this review are shared with the Citizen's Review Panel upon request.

The 2016 Citizen's Review Panel Annual Report is included in the Division for Children, Youth and Families' Child Abuse Prevention and Treatment Act State Plan.

NEW HAMPSHIRE YOUTH VOICES

It was another successful year for New Hampshire Youth Voices. Accomplishments this past year included providing feedback on a number of areas of DCYF practice related to adolescents including the revising of the above mentioned New Hampshire Teen Responsibility and Independent Living Skills curriculum, improving the Adult Living Preparation process and the conducting of another successful DCYF Teen Conference.

YOUTH ACTION POOL

Accomplishments included several community presentations, moderating at the DCYF Annual Conference, co-facilitating seven workshops at the DCYF Teen Conference and the continued running of the New Hampshire Youth Voices Facebook page for current and former youth in care.

THE NEW HAMPSHIRE CHILD FATALITY REVIEW COMMITTEE

The New Hampshire Child Fatality Review Committee (CFRC) was created by Executive Order in 1991. The mission of the Committee is to reduce preventable child fatalities through systemic multidisciplinary review of child fatalities in New Hampshire; through multidisciplinary training and community-based prevention education; and through data driven recommendations for legislation and public policy.

The Committee membership is comprised of representation from the medical, law enforcement, judicial, legal, victim services, public health, mental health, Child Protection and education communities. The Committee began reviewing cases of child fatalities in January of 1996. After each review the Committee identifies risk factors related to the death and makes recommendations aimed at improving systematic responses in an effort to prevent similar deaths in the future. The Committee provides the recommendations to the participating agencies and asks them to take actions consistent with their own mandates. The Committee publishes the recommendations and the Division's responses to those recommendations in a report.

The most recent (fourteenth) report of the Child Fatality Review Committee is located at:

<http://doj.nh.gov/criminal/victim-assistance/child-fatality-review-committee.htm>

Foster and Adoptive Parent Licensing, Recruitment, and Retention

ITEM 33 HOW WELL IS THE FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT STATE STANDARDS ARE APPLIED TO ALL LICENSED OR APPROVED FOSTER FAMILY HOMES OR CHILD CARE INSTITUTIONS RECEIVING TITLE IV-B OR IV-E FUNDS?

STANDARDS FOR FOSTER HOMES – OVERVIEW

Licensing requirements for all New Hampshire Resource Homes are based in the New Hampshire Statute RSA 170-E and governed by Administrative Rule He-C 6446. These standards ensure that children being removed from their families are placed in a safe and nurturing family setting until they can be reunified or find permanency through adoption, guardianship or another planned permanent living arrangement. The following basic requirements apply for licensing foster, relative and adoptive homes:

- Applicants must complete twenty-one hours of pre-service training and submit references, medical statements and financial information;
- An applicant must be at least age twenty-one, possess a high school diploma or equivalent and must be able to communicate in English;
- Personal Information gathered through questionnaires must be submitted along with copies of birth certificates, and a marriage certificate, if applicable;
- The applicant must participate in a minimum of two face-to-face interviews with the licensing worker in their home;
- The agency must complete criminal background checks to include fingerprinting and local police checks on all adult household members;
- The agency must complete a Central Registry and a State Registry check on all household members; and
- The home must be deemed safe and pass both a local health and fire inspection.

Because New Hampshire is a dual-licensed state, only one home study is necessary for the purposes of fostering and adopting a child. The Administrative Rule allows that the agency must decide whether to grant a license within 120 days of the date of the completed application. Once issued, a foster care license is valid for no more than two years beyond the expiration of the earliest required safety check. The renewal process includes at least one home visit by the licenser, an updated criminal records check to include a local police check, Central Registry check, and fire inspection. Foster parents must submit a list of trainings that they have attended to meet the training requirement of the license and any additional certification they have requested.

STANDARDS APPLIED EQUALLY – OVERVIEW

The State ensures that licensing standards are applied equally statewide and to all licensed foster family homes whether the license is managed by the Division for Children, Youth and Families (DCYF) or a Child Placing Agency. Licensing requirements for all New Hampshire Resource Homes are based in the New Hampshire Statute RSA 170-E and governed by Administrative Rule He-C 6446. These standards ensure that children being removed from their families are placed in a safe and nurturing family setting until they can be reunified or find permanency through adoption, guardianship or another planned permanent living arrangement.

Child Placing Agencies also follow the licensing requirements of He-C 6448, which includes that any home they request a license for follows the requirements of He-C 6446. Those agencies providing ISO (Individual Service Option) or Therapeutic Foster Care are additionally following He-C 6355, the Certification for the Payment of Foster Care Programs that includes the same requirement of ensuring that the homes they manage follow He-C 6446. All licensing requests

are reviewed by the State Office Resource Worker for completion of the required elements prior to a license being issued or renewed.

On occasion, a permit will be issued to a new family who has been identified as the most appropriate and available resource for a child. This can be requested with approval from a field administrator when it is necessary to place the child before the family can finish all the requirements for licensing. The permit can be issued for a maximum of six months. All safety requirements, including fingerprinting, must be completed prior to a permit being issued.

The Administrative Rule allows for waivers of the licensing requirements that are not directly related to safety items. This process has been utilized frequently when licensing relative caregivers who faced barriers to meeting the requirements. The most common waiver request is for extended time to finish or develop alternatives to the pre-service training. Another common waiver request is to exceed the maximum number of children allowed in a family in order to keep a sibling group together. DCYF has determined that all criminal record checks, the Central Registry check and the fire and health inspections are crucial to ensuring for the safety of children and will not waive these items.

He-C 6446 not only details the requirements for applicants seeking a foster care license but also outlines the expectations of how a foster family will provide for any child placed in their care. Any suspicion of maltreatment of a child by a foster care provider is referred to Central Intake for a Special Investigation. Incidents of non-compliance that do not involve maltreatment to a child are reported to the Foster Care Manager who will work with the licensor to develop an Order to Comply and recommend appropriate corrective action steps. Families have sixty days to complete a corrective action plan. Failure to take the corrective action can lead to revocation of the license.

DATA CONSIDERATIONS FOR STANDARDS FOR FOSTER HOMES

Licensing documentation is reviewed at least twice prior to licensing to ensure that the necessary requirements are fulfilled. The Permanency Supervisor reviews the entire file for accuracy before it is forwarded with the licensing recommendation to the DCYF State Office. The State Office Resource Worker verifies all safety requirements before obtaining approval for the actual license or renewal. The Child Placing Agencies that license homes mirror this process. A Federal Title IV-E Audit was recently held in April 2016. A selection of seventy-one foster home licensing records were reviewed and found to contain all of the required elements. An internal KPMG Audit was also held in the Fall of 2015. This audit reviews all of the standards from the Rule. All twenty-three files requested passed without any errors. Both audits sampled a mix of Division and licensed Child Placing Agency homes.

DATA CONSIDERATIONS FOR STANDARDS APPLIED EQUALLY

Licensing documents are reviewed twice prior to licensing to ensure that the necessary requirements are fulfilled. The State Office Resource Worker performs random site visits to each District Office to review licensing files for compliance and attends all site reviews with

Child Placing Agencies. Site reviews for agencies providing treatment level foster care are held every two years. The State Office Resource Worker trains all new licensing staff for the Division and the agencies. A Federal Title IV-E Audit was held in the Fall 2015. All foster home licensing records reviewed were found to contain all of the required elements. The files were a mix of homes managed by DCYF and Child Placing Agencies. KPMG Audit was held in the Fall 2015 which also reviewed a sample of twenty-three District Office and Division files. New Hampshire considers the fire inspection of an applicant's home as a critical safety item and will not waive this requirement. New Hampshire statute requires that the fire inspection be completed by the local fire inspector and according to local ordinance. The Division created a template for this inspection to act as a guide for the applicant and inspector however it is becoming increasingly apparent that this standard is not applied equally across the state. Each town or city can set its own fee schedule for this inspection and can require additional and more stringent requirements. The Bureau is developing a tracking system for the number of failed fire inspections in a number of towns. In the Berlin District Office catchment area, eight of the last twenty-two applicants who completed training were unable to pass the local fire inspection prohibiting them from becoming licensed.

A Core Belief of the Division is that children belong with family. Concerted efforts are made to locate available and appropriate relatives at the time of removal and throughout the case for both temporary placement and as a permanency option. Results Oriented Management data shows that in the last twelve months, 38.8 percent of children entering care were initially placed with relatives. Of the children presently in family care, 39.7 percent are currently with a relative care provider. New Hampshire relatives asked to care for a New Hampshire child in need of placement are encouraged but not mandated to become licensed. This is required for most New Hampshire relatives looking to serve an out of state child. The Division allows for a deviation from the licensing standards if a non-safety related requirement is a barrier to the relative becoming a licensed caregiver. Fifteen relatives were granted waivers to the requirements in the last twelve months. Over seventy-five percent of the waivers completed were requested for initial training.

STRENGTHS FOR STANDARDS FOR FOSTER HOMES

All individuals in New Hampshire applying to foster or adopt from foster care follow the same licensing regulations whether they are licensed by the Division or by one of the eight Child Placing Agencies who are certified to provide a higher level of foster care known as either ISO (Individual Service Option) or Therapeutic Foster Care. Pre-service training through the Foster and Adoptive Care Essentials curriculum is required of all applicants and the second module of the training, "Regulations" is dedicated to ensuring potential foster families understand the requirements of the Licensing Rule and the expectations of foster and pre-adoptive families.

Monthly meetings called "Resource Round Up" are held with the Division's Resource Workers and the Licensing Workers from the Agency Providers. Every meeting includes time set aside to discuss common licensing concerns. Annual refresher training is held for all involved with

licensing to review the basics and share tips and strategies to improve practice. Many of the suggested revisions to He-C 6446 accepted by the legislature in February 2015 were formulated by this group.

The Administrative Rule allows for waivers of the licensing requirements that are not directly related to safety items. This process has been utilized frequently when licensing relative caregivers who faced barriers to meeting the requirements. The most common waiver request is for extended time to finish or alternatives to the pre-service training. DCYF has determined that all criminal record checks, the Central Registry check and the fire and health inspections are crucial to ensuring for the safety of children and will not waive these items.

STRENGTHS FOR STANDARDS APPLIED EQUALLY

All homes licensed to provide foster care in New Hampshire follow the requirements of He-C 6446. "Resource Round Up", as described above, is held monthly with the Division's Resource Workers and the Licensing Workers from the Agency Providers. Initial training for all new licensing workers in the state is provided by the State Office Resource Worker.

Randomly chosen foster care licensing files have been subject to review for Title IV-E compliance and as part of the annual internal KPMG audit for the Department. Whether managed by the district office or Child Placing Agency, the files have always passed. In addition, the Foster Care Unit performs site reviews with Child Placing Agencies every two years and district offices on an annual basis.

OPPORTUNITIES FOR IMPROVEMENT FOR STANDARDS FOR FOSTER HOMES

The Foster Care Program continues to see significant changes in staff, especially in the private agencies, over the last several years and it is evident that some newer workers do not know the RSA or Administrative Rule as thoroughly as needed. Newer licensing staff will be attending training sessions with the State Office Resource Worker to ensure competence in this area. The Administrative Rule is silent on the specific documentation required from applicants to verify certain life events; i.e. marriage, divorce, service discharge. The Foster Care Unit is developing practice guidance around acceptable documentation.

The Division is in the process of adding details to the Reasonable and Prudent Parent Standards as required by H.B. 4980. A training curriculum is being developed for both foster parents and staff to provide education and guidance on the standards.

He-C 6446 as amended in 2015, added the requirement of a State Registry check through the Bureau of Elderly and Adult Services (BEAS). This was strongly supported as best practice for assessing the safety of a new applicant. It was discovered after the fact that releasing these results for other than adult services was prohibited by statute. There is a similar prohibition from BEAS's ability to check the Division's Central Registry for applicants seeking to become providers for disabled adults. This requirement is currently on hold pending a proposed resolution through a statutory amendment.

OPPORTUNITIES FOR IMPROVEMENT FOR STANDARDS APPLIED EQUALLY

Due to staffing turn over in both the Division and Child Placing Agencies, it has become evident at times that some newer staff are not as skilled in the assessment of new applicants in order to develop high quality home studies. Through the Adoption Preparation and Preservation Project (NHAPP) grant, all Resource and Licensing Workers have now been trained and certified in the SAFE (Structured Analysis Family Evaluation) Home study process. The use of Structured Analysis Family Evaluation will improve consistency and quality in the assessment of foster and adoptive families. It is expected that this will have a direct effect on safety and the ability to match children with the most appropriate family to meet their needs.

A frequent barrier to licensing faced by some applicants is the ability to pass the local Fire Inspection. The State law requires the local fire inspector to approve the foster homes in their town. Despite efforts to develop a uniform fire inspection form with the State Fire Marshall in the past, each town and city sets its own requirements based on which Fire Safety Code they have adopted and their own interpretation of a foster home. There are some towns in the State where no new foster homes have been licensed because of the inability to pass a fire inspection in an older home. The Foster Care Unit is meeting with the State Fire Marshall to update a standardized fire inspection template based on the current Life Safety codes. Regional information meetings will then be scheduled for all local fire inspectors to build consensus in using a state wide standard for the inspection and to promote a better understanding of the purpose of foster care and the importance of having placements available in every community.

ITEM 34 HOW WELL IS THE FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION SYSTEM FUNCTIONING STATEWIDE TO ENSURE THAT THE STATE COMPLIES WITH FEDERAL REQUIREMENTS FOR CRIMINAL BACKGROUND CLEARANCES AS RELATED TO LICENSING OR APPROVING FOSTER CARE AND ADOPTIVE PLACEMENTS, AND HAS IN PLACE A CASE PLANNING PROCESS THAT INCLUDES PROVISIONS FOR ADDRESSING THE SAFETY OF FOSTER CARE AND ADOPTIVE PLACEMENT FOR CHILDREN?

REQUIREMENTS FOR CRIMINAL BACKGROUND CHECKS – OVERVIEW

The New Hampshire “Foster Family Care Licensing Requirements” includes the need to complete local and statewide criminal background checks, a national fingerprint based check and a Central Registry check for any history of abuse and neglect. These are considered to be safety checks and there are no exemptions allowed for these requirements for a permit or license. All individuals seeking to adopt a child in the State of New Hampshire follow the same rules. Criminal record and Central Registry checks are only valid for a maximum of two years. A foster care license expires prior to reaching the two-year mark. These checks must be completed again in order to renew a foster care license.

He-C 6446 requires that applicants and any other adult over twenty-one residing in the home undergo Live Scan fingerprinting with the New Hampshire Department of Safety for an initial license. One of the findings of an FBI Audit held in July of 2015 was that the New Hampshire

state statute only allowed for the actual applicants to be fingerprinted and was not inclusive of other adult household members. At the present time, other adult household members are only submitted to local and state criminal record checks. Another finding of the FBI Audit was that the Public Law referenced in the New Hampshire statute allowing for the fingerprint checks on applicants for foster care and adoption prohibited the dissemination of the results outside of the Department. It was learned that even disclosing that there was “no record found” indicated that a fingerprint record check was completed and was prohibited.

The current process includes the applicant calling a dedicated New Hampshire State Police telephone number make the appointment. Fingerprinting and state criminal record check results are sent via a courier to the Department of Health and Human Services/Division for Children, Youth and Families. Results are reviewed, tracked, and filed securely at the DCYF State Office. All licensing workers receive a letter from the Foster Care Manager as to whether or not they can proceed with licensing. The reason for any negative result would not be shared with the licensing worker but can be shared with the applicant upon request.

DATA CONSIDERATIONS- REQUIREMENTS FOR CRIMINAL BACKGROUND CHECKS

Federal Title IV-E Audits completed in the Fall 2013 and the Spring 2016 showed that criminal background checks and reviews of child maltreatment histories were consistently completed for foster and adoptive parents. FBI Live Scan fingerprint checking began in 2007 as the State complied with the Adam Walsh Act. All applicants seeking a foster home license and any other adult in the home over age twenty-one needed to be fingerprinted. Foster parents who were originally licensed prior to July 1, 2007 and have continuously maintained their licenses do not need to be fingerprinted unless they are proceeding to adopt a child in their care. The applicant pays for the cost of the fingerprinting procedures up front but is reimbursed after their license is issued. The Division is currently unable to request fingerprinting for the other adult household members who are not on the license. This was a result of the FBI audit of the New Hampshire State Police held in July 2015. The Division was included as part of this audit as the New Hampshire State Police facilitates fingerprint record checks for foster and adoptive applicants. In the last twelve months, the Division has processed 743 applicant fingerprint results. The Division is responsible for all FBI fingerprint results and must ensure that these records are kept secure.

STRENGTHS- REQUIREMENTS FOR CRIMINAL BACKGROUND CHECKS

A New Hampshire criminal background check to include fingerprinting and local police check is mandatory for all applicants looking to be permitted or licensed. In addition, criminal background checks will be completed in every state where the applicant has resided in the prior seven years. He-C 6446, the Administrative Rule for licensing foster homes is very clear as to the types of felonies committed that would prevent the issuing of a foster care license. The license of any foster parent committing a felony level offense as defined by the Rule, would be revoked without the benefit of an Order to Comply.

OPPORTUNITIES FOR IMPROVEMENT- REQUIREMENTS FOR CRIMINAL BACKGROUND CHECKS

As a result of the FBI Audit held in July 2015 which interpreted that the New Hampshire state statute only allowed for the actual applicants to be fingerprinted, the Division is currently prohibited from obtaining a fingerprint check of other adult household members. At the present time, other adult household members are only submitted to local and state criminal record checks. Another finding of the FBI Audit was that the Public Law referenced in the New Hampshire statute allowing for the fingerprint checks on applicants for foster care and adoption prohibited the dissemination of the results outside of the Department. The Division believes that completing a national fingerprint based record check on every adult household member in an applicant's home is necessary to ensure the safety of children and that this information should be shared outside the Department for the purposes of foster care licensing and adoption. A request to amend the statutory language and reference has already been submitted to address these concerns.

Prior to 2007, the field could easily and expeditiously complete a New Hampshire Criminal Record check and Central Registry check in order to permit a family who had been identified as an appropriate emergency placement for a child. With live scan fingerprinting through the New Hampshire Department of Safety, applicants can complete this requirement quickly but the turnaround time for the results is often a barrier to placing a child with a non-relative connection as the first placement. It could be beneficial and time saving to explore the possibility of a memorandum of understanding between the Department of Safety and the Division to allow an identified Program Administrator access to the protected information databases.

ITEM 35 HOW WELL IS THE FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION SYSTEM FUNCTIONING TO ENSURE THAT THE PROCESS FOR ENSURING THE DILIGENT RECRUITMENT OF POTENTIAL FOSTER AND ADOPTIVE FAMILIES WHO REFLECT THE ETHNIC AND RACIAL DIVERSITY OF CHILDREN IN THE STATE FOR WHOM FOSTER AND ADOPTIVE HOMES ARE NEEDED IS OCCURRING STATEWIDE?

DILIGENT RECRUITMENT OF FOSTER AND ADOPTIVE HOMES – OVERVIEW

The Foster Care Program provides licensed resource homes and a family experience for children who cannot be safely cared for in their own homes. The District Office Resource Worker recruits, trains and licenses resource families, matches children in need of out-of-home care with an appropriate family and supports the foster, relative and adoptive parents in their catchment area. There are eight New Hampshire Child Placing Agencies who are certified to provide foster care programs that also recruit study and maintain licensed foster families. New Hampshire is a dual-licensed state and both foster and adoptive parents follow the same training, assessment and home study process.

Recruitment and Retention responsibilities and activities of the Division are supplemented through a small contract with Bethany Christian Services. This contract for the Community and

Faith-Based Initiative focuses on child specific adoption recruitment, general and targeted recruitment in the faith based community, specific foster family supports, and statewide appreciation events for both foster care and adoption. The Bureau of Community and Family Support is responsible for developing statewide media campaigns, assisting the district offices for general, targeted and child specific recruitment and for supporting retention activities. The Bureau also provides support and assistance to the state wide foster and adoptive parent association.

Matching a child with a resource home considers whether the foster or pre-adoptive parent has the skills and ability to meet the unique needs of the child and birth family. DCYF does not delay placement into care due to matching issues and works with community members that represent different cultural, racial or ethnic backgrounds to build and support cultural competency within the resource family pool, and to ensure that resource families are culturally responsive to child(ren)'s needs regardless of whether they have different backgrounds.

Partnering with the community and families is a fundamental philosophy of the Division. Foster and adoptive parents are linked closely to the neighborhoods, communities and cultural, ethnic, and religious groups that make up the community. They work and perform daily activities and contribute to the vitality of the community while serving children in care. The Division has always recognized and appreciated that the best recruitment tool for new foster and adoptive families is a well-supported network of current foster or adoptive families. Development of the plan by local recruitment and retention teams in each district office makes operational the belief that keeping children in their own communities in close proximity to their parents, schools, and other significant people in their lives will enhance the safety and well-being of children. Community placements can also increase the probability that the parents and children will be safely reunified.

DATA CONSIDERATIONS- DILIGENT RECRUITMENT OF FOSTER AND ADOPTIVE HOMES

The overall number of licensed foster homes in the state has decreased by twenty-two percent over the last five years. The number of homes closing last year was thirteen percent less than in 2014. The number of children and youth in care had been relatively steady but there has been a marked increase in the past six to nine months. It should be noted that New Hampshire is approaching a critical shortage of foster homes available for immediate placement. This is less a result of recruitment and more related to the diminished ability to respond to potential applicants.

Foster Care Program Data has shown that the typical foster home of today has a shorter "lifespan" than foster homes who started a decade or more ago. Many foster parents are referred to the Division by private adoption agencies and become licensed with the intention of adopting from foster care. Once they have had a successful adoption or two, they close because their family feels complete. They are not remaining open to serve other children in need of short-term care. The number of licensed homes who are child specific has also increased due to the attention on locating relatives and "kin." Some foster homes have closed because they are in disagreement with current practice and the expectations placed upon foster families to engage

with and support the birth family and/or maintain connections with the extended birth family. Some families licensed to adopt close out of frustration that they are not being matched with the children that they desire. Consistent messaging is given to all new potential foster care applicants about the Mission, Beliefs and Principles of the Division and the expectation that the Division and the foster family will work towards reunification together. Applicants looking to provide long-term foster care as a source of income have been encouraged to explore elsewhere and clearly told that this is not an accepted practice for children. This has had a clear effect on the rate of new homes being licensed by the district offices. The Child Placing Agencies who manage Individual Service Option (ISO) Foster Care families have had a similar experience with the slow rate of recruitment and quicker closing of resource homes.

Resource Homes by District Office

District Office Homes	12-Apr	13-Apr	14-Apr	15-Apr	16-Apr
Berlin	36	29	34	31	33
Claremont	31	21	26	24	29
Concord	37	32	42	46	45
Conway	35	30	33	29	27
Keene	55	49	67	55	38
Laconia	42	41	44	36	44
Littleton	28	24	23	18	14
Manchester	54	48	51	53	56
Southern	58	54	48	50	49
Seacoast	45	52	42	43	38
Rochester	51	46	58	55	47
Telework	34	36	39	30	43
Total	506	462	507	470	460

Individual Service Option Homes by Child Placing Agency

Child Placing Agency Homes	12-Apr	13-Apr	14-Apr	15-Apr	16-Apr
Ascentria (Lutheran)	35	25	32	24	27
Casey NH	105	103	0	0	n/a
Casey VT	1	1	0	0	n/a
Child & Family Svc	20	19	32	31	30
Crotched	0	0	5	5	2
Easter Seals	30	20	23	16	14
ISN	16	17	14	26	26
Lakes Region	1	2	2	3	3
Life Share	31	29	28	25	18
NFI North	3	4	5	4	4
Spaulding	25	30	28	22	24
Total	273	254	156	157	148

Licensed Foster Homes

As of April 2011, there were 779 licensed foster homes in New Hampshire

As of April 2016, there were 608 licensed foster homes in New Hampshire.

As of April 2011, 35% of the licensed foster homes were from Agencies.

As of April 2016, 24% of the licensed foster homes were from Agencies.

STRENGTHS- DILIGENT RECRUITMENT OF FOSTER AND ADOPTIVE HOMES

New Hampshire believes that selecting the most appropriate family for a child who cannot safely return home can reduce the trauma of separation and loss for the child, can increase the probability of a successful placement and ideally, can create a lifelong connection or permanent home for the child, if needed. Placement with an available and appropriate relative is the preference when a removal is necessary. New Hampshire uses a diligent recruitment model for potential foster and adoptive families that reflects not only the ethnic and racial diversity of the children in DCYF care, but families who are naturally linked to the neighborhoods and communities' children are from.

While efforts are made to diligently recruit foster and adoptive parents who reflect the diversity of the children who need foster and adoptive homes, practice does not delay the selection of a family for the purpose of finding a racial or ethnic match. DCYF Staff as well as providers and caregivers participate in ongoing training to promote cultural competency. Through training and ongoing support, the Division makes efforts to ensure that resource families are culturally responsive to child(ren)'s needs regardless of whether they have different backgrounds.

The Community and Faith-Based Initiative (CFBI) grows stronger every year. The contract for this initiative managed by Bethany Christian Services, a non-profit faith based organization, has been very successful in supporting foster and adoptive families and increasing retention. As part of their recruitment efforts, Community and Faith-Based Initiative staff forge connections with faith-based communities around the state and then are able to present to congregations about the increasing need for foster and adoptive families. CFBI has successfully maintained a grant to have a Wendy's Wonderful Kids recruiter amongst their staff. While the recruiter does not necessarily recruit new families, she has been an asset in matching children with suitable families for adoption. She also monitors the transition of the child into the family and supports them with adoption preparation information.

The Division has expanded its use of the DHHS Website as an informational and recruitment tool. Pictures of Waiting Children in the state are available to viewers. Links to training and other resources for both foster and adoptive families are easily found. The Department's Public Information Office further supports recruitment efforts by highlighting foster care and adoption on its front page slider in both May and November, assisting with press releases and allowing access to its social media sites with recruitment messaging.

DCYF enjoys a strong relationship with the New Hampshire Foster and Adoptive Parent Association (NHFAPA). DCYF values the hard work and commitment of the parents actively involved with this association who offer peer support to fellow families. The Division recognizes and appreciates that the best recruitment tool for new foster and adoptive families is a well-supported network of current foster or adoptive families. The Foster Care Unit at the State Office has continued to operate a Centralized Inquiry system started in 2010. This unit is responsible for the initial contacts with potential applicants for all but two of the district offices. This ensures that consistent and timely information is being given to people wanting to learn and/or start the licensing process and that less interested or undecided people have a better understanding of the expectations before working with a local Resource Worker. The offices that have chosen to provide the initial contact with potential applicants submit the information with Central Inquiry for data entry. Central Inquiry is now able to track when and how an inquiry is referred to the Division, whether or not they have registered for training, whether or not they have completed training, and whether or not they have obtained a license. The data continues to show that a greater percentage of applicants have followed through since their initial inquiry and have become licensed. In 2015 the Division tracked 635 inquiries. Of that number forty-one percent responded with their information sheet or took classes, thirty percent registered for training, twenty percent of the people completed Foster and Adoptive Care Essentials and eleven percent became licensed.

The inquiries for the first few months of 2016 have been growing at a fast rate. While not purposeful, this is seen as a direct result of the media coverage in New Hampshire on the Opioid crisis affecting the state and the attention that it has brought to children entering care as a result of their parent's addiction and need for treatment. Many potential applicants have expressed the desire to help because they have had a connection with or knowledge of someone whose life has been affected by drug use. The Foster Care Unit has been working on a recruitment effort to reach more New Hampshire residents who are willing to care for these children while offering support to the parents in their recovery efforts and work towards reunification. The Foster Care Program works closely with the Parent Partner Program to promote respectful working relationships between birth and foster parents.

The Division has continued the amazing partnership with WMUR, the statewide public television channel for the specialized segment on *New Hampshire Chronicle* called "Home At Last." Spearheaded by the Administrator for the Bureau of Community and Family Support, this show is designed to find adoptive families for those children who have been waiting too long. Since its inception in 2014, seventeen children have been presented on the show. Fourteen of these children have been adopted or are moving towards permanency with their new families. The show has proven to be a great way to educate the public about the need for foster and adoptive parents for children in need while recruiting for the specific child. Additional families who have called in after viewing the show have been licensed to provide foster care in their home communities and have been matched with other Waiting Children needing adoption.

In addition to the recruitment activities listed above, the Division also supports several more recruitment initiatives:

- The Heart Gallery is a project initiated by the New Mexico Department of Youth and Families as a way to recruit adoptive families for waiting children. The Division partnered with Jordan's Furniture and the Massachusetts Adoption Resource Exchange (MARE) in creating the permanent New Hampshire Heart Gallery in the Jordan's Furniture store in Nashua;
- New Hampshire Division for Children, Youth and Families has also enhanced its traveling Heart Gallery that is used for statewide recruitment and retention events. The traveling display has been featured at various locations throughout the State, including numerous faith communities, the YMCA and several car dealerships in Concord. A poster-sized version of the display is available to the district office staff for use at local events; and
- The Division has continued its partnership with the New Hampshire Professional Photographers Association and some individual volunteer photographers to take photos of waiting children. There are currently nineteen photographers who are volunteering their time and services for this project. Recruitment funds are used to print the pictures needed for the gallery. In addition, each child receives a framed 8x10 photo.

OPPORTUNITIES FOR IMPROVEMENT- DILIGENT RECRUITMENT OF FOSTER AND ADOPTIVE HOMES

Whether it is the Foster Care Unit providing information to potential applicants and tracking data or the Resource Worker in the field who is meeting with applicants to complete the required elements and develop a home study, time is a huge factor. As the responsibilities of the Resource Workers have expanded and the numbers of children needing care have risen, there has been less time for them to engage in recruitment activities and less time to dedicate to working with new applicants through the licensing process. The larger community of New Hampshire has not been receiving clear and consistent public messaging about the need for and role of foster and adoptive families on a statewide basis. Applicants often grow discouraged and drop out of the process when there is a lack of consistent contact from the Resource Worker. The Division is receiving technical assistance to assess the internal capacity to respond to potential applicants and improve the overall recruitment and retention strategies through AdoptUSKids as arranged by the Child Welfare Capacity Building Center for States.

While Foster Care Licensing information is built into the Statewide Automated Child Welfare Information System (SACWIS), most of the data for the Foster Care Program is done by hand counting and the use of Excel. The Division needs to develop more extensive data about successful families so that DCYF can recruit similar families in every community.

The Foster Care Manager is working with the Bureau of Organizational Learning and Quality Improvement Staff on a trial Geographic Information System Mapping project for existing licensed homes and a draft map has been created. Adding more details into the Geographic Information System Mapping would be an ideal way to help the Division learn where to focus recruitment messaging. The Division has recently started using Results Oriented Management and the State Office Foster Care Staff have been trained to use the informative database. Results Oriented Management is helping to better track children who are entering family settings but currently lacks the ability to query specific information about the licensed homes from the

May through April	2012	2013	2014	2015	2016
Number of DCYF foster homes (April)	506	462	507	468	457
Number of child specific foster homes	33	58	83	134	89
Adoption only foster homes	32	22	34	52	47
Number of Inquiries in year	673	512	668	641	639
Initial training completed in year	340	373	230	219	238
Number of new foster homes licensed	136	149	122	127	137
Number of homes closed	226	207	188	179	156

Bridges Resource Module. There are currently fourteen Resource Workers and approximately eight Child Placing Agency Licensing Workers in the State who are responsible for assessing applicants for foster care licensing and developing the home study that is vital to ensuring safety and the best matching for children entering care. To address this, the Permanency Team in each District Office, Bureau staff and all agencies licensing homes for foster care have been trained in the Structured Analysis Family Evaluation Home study process. Structured Analysis Family Evaluation provides for a much more thorough evaluation of the applicant through questionnaires, interviews and a prescribed process of supervision and completion. The multiple steps in the process, the level of detail and the newness of this methodology have increased the average time to complete a study on a new applicant. It will take time for Resource and Agency Licensing Workers to feel practiced and develop expertise in completing these studies.

The Foster Care Unit tracks closing data on all homes and a significant number have closed in the last five years. For all five years, more homes have closed than have been opened.

While most of the closing summaries clearly indicate that the family has closed on a positive note many indicate that they have closed because of the lack of communication with staff. Improving customer service to the Division's resource families and providers is an area that must be addressed in the next five years. The data shows that there is a concerning shortage of appropriate foster homes in the state and the Division cannot afford to lose more. The Administrator for the Bureau intends to follow-up with all families who are requesting to be closed in an effort to further determine the reasons for closure and to identify trends.

ITEM 36 HOW WELL IS THE FOSTER AND ADOPTIVE PARENT LICENSING, RECRUITMENT, AND RETENTION SYSTEM FUNCTIONING TO ENSURE THAT THE PROCESS FOR ENSURING THE EFFECTIVES USE OF **CROSS-JURISDICTIONAL** RESOURCES TO FACILITATE TIMELY ADOPTIVE OR PERMANENCY PLACEMENT FOR WAITING CHILDREN IS OCCURRING STATEWIDE?

INTERSTATE COMPACT ON THE PLACEMENT OF CHILDREN

The Interstate Compact on Placement of Children (ICPC) Administrator is responsible for ensuring protection and services to children who are placed across state lines for foster care, adoption, parental, relative and residential placements. The Interstate Compact is a uniform law that has been enacted by all fifty states, the District of Columbia, Guam and the U.S Virgin Islands. It establishes orderly procedures for the interstate placement of children and fixes responsibility for those involved in placing a child.

TIMELY HOME STUDIES

The Safe and Timely Interstate Placement of Foster Children Act of 2006 included an amendment to encourage timely home studies. A home study is considered timely if “within sixty days after the State receives from another State a request to conduct a study of a home environment for purposes of assessing the safety and suitability of placing a child in the home, the state shall, directly or by contract:

- Conduct and complete the study; and
- Return to the other state a report on the results of the study, which shall address the extent to which placement in the home would meet the needs of the child.”

In response to this legislation DCYF revised policies and procedures to outline:

- How to effectively evaluate families who are referred by another state for an Interstate Compact on Placement of Children home study; and
- What is required by the CPSW for supervision of this home, if a placement is made?

DCYF created a monthly report that provides data on the Interstate Compact on Placement of Children referrals received into New Hampshire. This report allows the ICPC Administrator to track the timeliness of these home studies.

The ICPC Administrator has expanded the role of the ICPC Administrator’s responsibilities to include greater oversight of staff compliance with the Interstate Compact on Placement of Children rules and regulations. The ICPC Administrator schedules regular visits to the local offices, which has allowed staff and supervisors direct access to the ICPC Administrator for consultation and guidance regarding the issues identified above that impact timeliness of completed studies.

REPORTING PERIOD FFY 14 (10/01/14) TO 9/30/15)

327 referrals were received and reviewed by the Deputy Compact Administrator.

New Hampshire Receiving:

- 252 ICPC Referrals were received from other states;
- 101 remained in the state office under the ICPC Administrator (Private adoptions, residential placements); and
- 149 were referred to district offices for completion of home studies.

Of the 149 referred to district offices:

- Thirty-five were completed within thirty days;
- Forty-six were completed within thirty-one to sixty days;
- Twenty-one were completed within sixty-one to seventy-five days;
- Eleven were completed in over seventy-five days; and
- Thirty-six were not completed by end of reporting period.

New Hampshire Sending:

- Seventy-five ICPC Referrals were sent to other states
- Nineteen remained in the state office under the ICPC Administrator (private adoptions and residential placements)
- Fifty-two were home study requests of which:
 - Twenty-two were completed within thirty days;
 - Two were completed within thirty-one to sixty days;
 - Zero were completed within sixty-one to seventy-five days;
 - Seven were completed in over seventy-five days; and
 - Twenty-one were not completed within the reporting time frame.

The following circumstances continue to impact the timely completion of home studies within sixty days:

- Child was already living with the foster/relative family under Regulation 1 of the Interstate Compact at the time the request was received and the caregiver delayed submission of requested paperwork for a New Hampshire Foster Care License to be issued;
- Child was already living in the pre-adoptive home in New Hampshire at the time the request for study was received, and the family did not submit paperwork at the time it was requested;
- Child was placed in a relative home at the time of the adoptive home study request and relatives needed to complete training;
- Significant information was not received at time the request for home study was received from the sending state; e. g., criminal record history of proposed caregiver, certain evaluations, information regarding the type of study needed, etc.;
- The assigned social worker finds during the home study process that significant information is needed in order to make a recommendation for approval or denial of the home study. The necessary follow-up with collaterals such as therapists, physicians or law enforcement can delay timely completion;
- DCYF requested a mental health and/or substance abuse evaluation be completed to assess parental capacity to care for the child and was awaiting the outcome and recommendations prior to approving the home study;
- A particular district office receives numerous Interstate Compact on Placement of Children referrals within a short period of time; and
- Availability of staff resources in a district office impacted assignment and timely completion of home study.

DCYF continues to take the following action in an effort to assure timely completion of home studies:

- Requests for home studies that are lacking necessary information to assign to the local office will not be assigned to the district office until the ICPC Administrator has received the missing information;
- Oversight by the DCYF Field Administrators assigned to the local offices including follow-up with the supervisor and assigned staff to address issues related to incomplete studies;

- Monthly review of data reports that track timeframes for pending home studies and communication with the district offices regarding completion dates;
- Conference calls and face-to-face visits between the Interstate Compact on Placement of Children Office and the district office Child Protective Services Worker and Supervisor around whether a placement may be supported.

ICPC PERMANENCY PLANNING

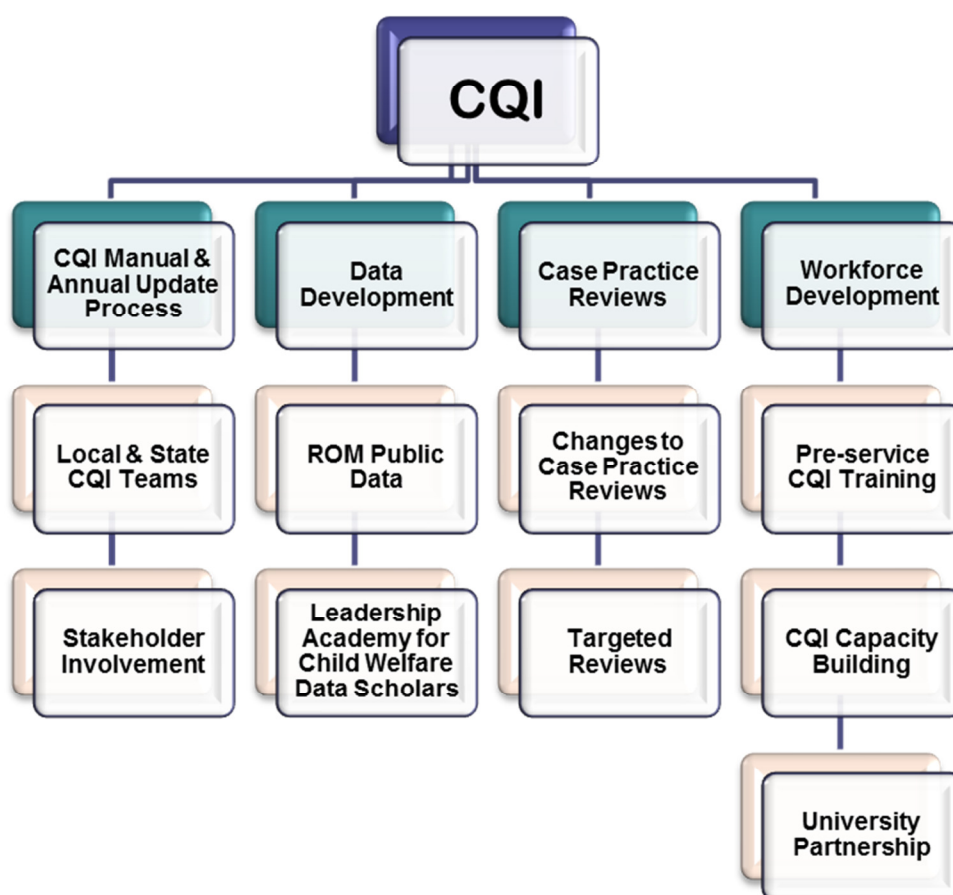
In an effort to assist in achieving timely permanency for children, the ICPC Administrator is available to attend internal Permanency Planning Team Meetings. It is often recommended to initiate the Interstate Compact on Placement of Children process sooner in case planning due to the amount of time it takes to receive a completed home study from another state. The ICPC Administrator also communicates with the receiving state once placement has been made to ensure that the permanency plan is achieved.

Section 3: Plan for Improvement: Goals and Objectives

GOAL 1: CONTINUOUS QUALITY IMPROVEMENT

During the past year, New Hampshire has continued to operate its Continuous Quality Improvement System as described in the CFSP, and in careful consideration of the five functional components of a Continuous Quality Improvement (CQI) system outlined in the Children's Bureau memorandum from 2012. Additionally, New Hampshire has continued to make progress on identified strategies to further enhance its capacity in these five functional areas.

The figure below provides a graphic representation of the four objectives included in this goal.



Objective 1: Continuous Quality Improvement Manual and Annual Update Process

The Division for Children, Youth and Families has continued efforts during this past year to assess readiness and design a structure for local and state level Continuous Quality Improvement Teams. New Hampshire has continued to utilize a model for these local Continuous Quality Improvement Teams in offices that have developed Practice Improvement Initiatives following Case Practice Reviews. These teams are made up of Child Protective and Juvenile Justice Field Staff, Supervisors and field administrators, and are facilitated by staff knowledgeable in Continuous Quality Improvement Principles (BOLQI staff). Data from the OSRI, Solution Based Casework Fidelity Tool, and stakeholder surveys are used to identify areas for improvement, and strategies are developed using a standard model (Appreciative Inquiry). Once in place, implementation of the strategies is monitored by supervisors, field administrators and Bureau of Organizational Learning and Quality Improvement staff. Data from both the Case Practice Reviews and the Practice Improvement Initiative plans are compiled through the Bureau of Organizational Learning and Quality Improvement participation and included in the APSR Assessment of Performance section.

The Division implemented the strategy described in its last APSR to solicit input on how to effectively expand the work of these teams beyond just the “Practice Improvement Initiative period” in an office. The standardized questions developed were used to guide discussion with all field supervisors and administrators at a statewide Leadership meeting, and feedback received indicated several key findings:

- Supervisors reported that they have seen improvements through this process, and felt that the current Practice Improvement Initiatives implementation and tracking process helps in several ways:
 - Gives them information on areas that need improvement
 - Prompts supervisors to have discussions with one another about the case reads used for tracking
 - Provides data from case reads that supervisors share with staff in meetings and supervision
 - Ensures sustained attention to practice
- Supervisors felt that it is not clear when their Practice Improvement Initiatives is “done”
- Supervisors described a variety of ways that they already improve practice in their offices outside of the Practice Improvement Initiatives process, however very few of these processes involved using data to identify challenges or monitor progress.

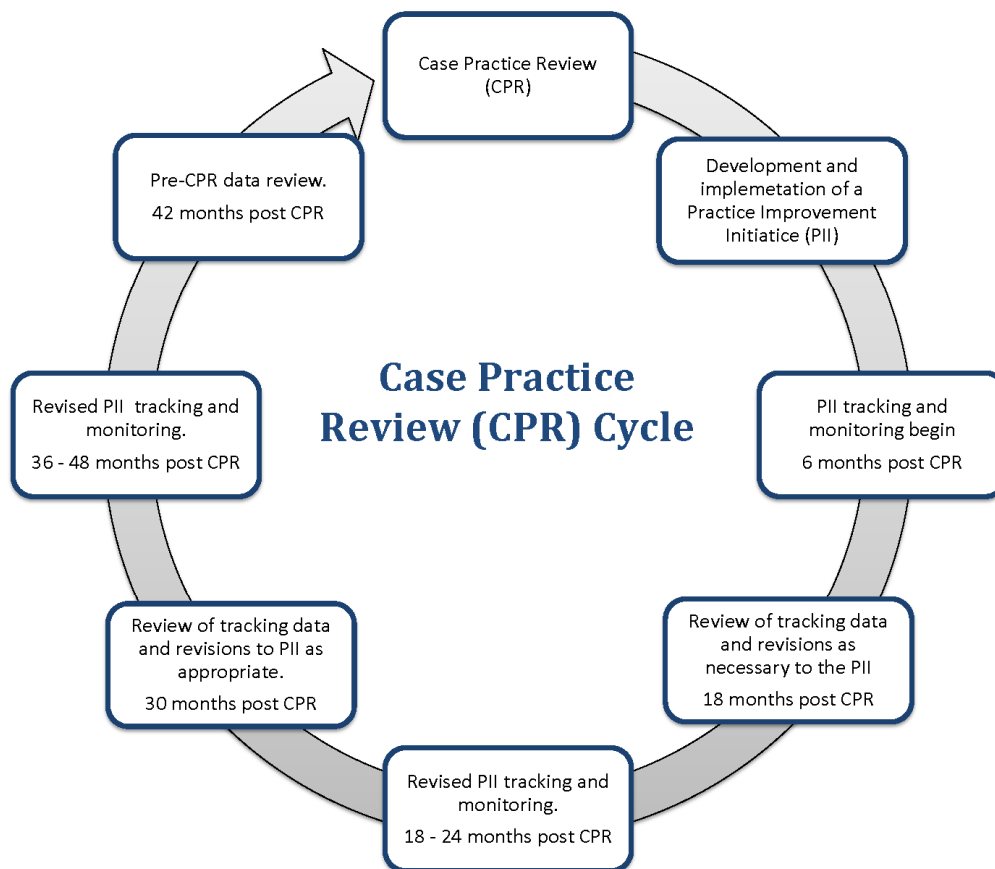
- Supervisors described a variety of forums in which they collaborate and communicate with external stakeholders; however none of these interactions involved looking at data.

These findings appeared to highlight the need for increasing structure and support for offices in using their performance data beyond their Practice Improvement Initiatives time frame, and reacting to changes in that data with adjustments to their Practice Improvement Initiatives. The Southern District Office Child Protection unit was able to pilot how this might work during this past year. New supervisors in that office initiated revisions to their Practice Improvement Initiatives based on the case read tracking that had been done since their previous Case Practice Review and the Bureau of Organizational Learning and Quality Improvement continued to support them by tracking their case reads. About six months prior to their Case Practice Review last winter, the Bureau of Organizational Learning and Quality Improvement staff prepared a summary of this tracking data and assisted supervisors in presenting this data to staff. This led to a practice discussion with staff regarding expectations in key areas for improvement. Following their Case Practice Review, adjustments were made to their Practice Improvement Initiatives based on the review results. Similar Practice Improvement Initiatives tracking data was provided to the Rochester District Office prior to their Case Practice Review this past March; however they were not able to utilize it as substantially given staffing challenges in their office at that time.

Learning from these two pilots has supported the development of a plan to replace the previous pre-Practice Improvement Initiatives meetings that occurred prior to Case Practice Reviews with meetings focused on Practice Improvement Initiatives case read tracking data. The former pre-Practice Improvement Initiatives meetings were used to educate office staff on the Appreciative Inquiry model that is used to develop the Practice Improvement Initiatives, and set a collaborative tone for the review and improvement planning. Given that all offices have now experienced at least one review and Practice Improvement Initiatives using this new model, there is no longer a need for this type of pre-meeting. However, it appears from the information above that a pre-meeting facilitated by the Bureau of Organizational Learning and Quality Improvement staff in collaboration with supervisors, and with case read tracking data provided, would help focus attention on key challenges for the office and set the stage for improvement planning post-review.

Additionally, the Bureau of Organizational Learning and Quality Improvement has identified capacity to provide this same type of case read tracking data to each District Office annually, in order to support continued focus on the improvements identified in the Practice Improvement Initiatives. Supervisors and administrators can present data to staff, and will be required to report to the Bureau of Organizational Learning and Quality Improvement which Practice Improvement Initiatives items they have demonstrated completion of, which need to remain the same, and which may need to be changed. In this way, each office will complete an annual self-assessment based on the data of their improvement toward safety, permanency and well-being outcomes.

The figure below describes how this Practice Improvement Initiatives Annual Review Cycle would occur for an individual office between Case Practice Reviews (with the exception of Manchester, New Hampshire's largest metropolitan site, which is reviewed annually).



The Division has also worked over the past year, with technical assistance from the Center for States, to revise the stakeholder survey administered to local stakeholders during the Case Practice Review process in each office, and intends to pilot the new survey during the upcoming year. The survey is being revised to intentionally assess two key systemic factors, Service Array and Agency Responsiveness to Community. One version is being developed for professional stakeholders, and another for family stakeholders, to include youth and parents. It is expected that this more focused data will lead to Practice Improvement Initiatives including items that promote engagement of stakeholders at the local level, as well as improvements at the state level.

Objective 2: Data Development

Substantial progress has been made during the past year in advancing the availability of quality data to staff and the usage of data to drive decisions. One of the primary catalysts for this progress has been the ongoing development of the Results Oriented Management (ROM) system.

Over this past year, preparation and testing of the in-home, disproportionate minority contact and new federal measure reports was completed, and these new reports were rolled out in September 2015. This has resulted in approximately eighty new reports being available to DCYF staff at all levels, including, for the first time, front-line field staff. Also, as Results Oriented Management now includes the full range of DCYF's caseload (both placement and in-home cases) its utility has increased significantly and it is being used more frequently to respond to both internal and external data requests.

Four online trainings were provided in September and October 2015 by DCYF Bureau of Organizational Learning and Quality Improvement Data Team staff to field staff, supervisors and administrators. These trainings served as a refresher for existing users and an introduction for new users, as well as an orientation to the many new reports now available. The trainings also included brief basic training on the use of data in continuous quality improvement as well.

Work has continued during this quarter to "New Hampshire-ize" the labeling and definitions of all existing reports to ensure they are understandable and interpreted correctly by staff. This labeling is also being done with an eye toward consistency with labeling in the public face version of Results Oriented Management, which is discussed in more detail below.

Additionally, the Bureau of Organizational Learning and Quality Improvement Data Team staff continues to work weekly with Results Oriented Management staff to develop a set of additional New Hampshire specific reports, including reports regarding juvenile justice recidivism, child protection Central Intake, and greater detail on Child Protection Assessment reports. These reports are in the final testing phase before release.

In conjunction with efforts to provide accessibility to quality data for staff, the Division has continued efforts to create a culture of data driven decision-making throughout the division. The Bureau of Organizational Learning and Quality Improvement Data Team and Field Services Bureau Administrator continued to facilitate a discussion of data, including select Results Oriented Management reports, at monthly Leadership meetings with all field supervisors, in order to provide continued coaching and expectations regarding the use of data in practice and Results Oriented Management reports specifically. Data team staff have continued the "*Did You Know?*" series of email blasts, which have been sent approximately monthly to field supervisors to encourage the use of data from Results Oriented Management in exploring practice questions. Following the Results Oriented Management training on the new in-home reports, "*Did You Know?*" blasts also included helpful hints to reinforce training concepts. A brief "Data Quality Training" was delivered to all field supervisors in June 2015, and work has begun to incorporate this same information into the existing Bridges training provided to new staff.

The Division has also continued to examine staff attitudes and beliefs regarding the use of data in their work. Results from two annual data culture surveys were analyzed in collaboration with University of New Hampshire partners, and shared with supervisors at a statewide Leadership meeting. In both years, results indicated that on the whole, staff had positive attitudes about Division efforts to improve and the use of data toward this. The survey also identified some

areas that may need attention, such as the availability and sharing of data with staff and stakeholders. It is anticipated that the new availability of Results Oriented Management to all field staff and publically available data for stakeholders (described below) will improve these two concerns.

DCYF staff also began designing a public data website. The site will include both a public face to the Results Oriented Management system, as well as other frequently requested data and Continuous Quality Improvement reports. A Public Data committee has been meeting with members of the Bureau of Organizational Learning and Quality Improvement Data Team, Administration, Legal, Information Systems, and field staff, in order to make decisions about content, labeling, level of drill down, and communication. The Bureau of Organizational Learning and Quality Improvement has begun testing the initial site design and reports with select Division staff, and will be continuing cycles of broader testing and incorporating feedback over the next several months. The workgroup will also be focused on developing an internal and external communication plan for the launch of the site. It is anticipated that this unprecedented availability of New Hampshire's child welfare and juvenile justice data to stakeholders will have a significant impact on DCYF's ability to engage external partners in continuous quality improvement work.

In a concurrent effort to provide additional skills and knowledge regarding the use of data to staff, New Hampshire continues to partner with the University of New Hampshire (UNH) Department of Social Work under the University Partnership grant, awarded by the National Child Welfare Workforce Initiative. This grant focuses workforce development efforts on competency in data driven decision-making, among other areas. During this second year of the grant, UNH and the Division collaborated to design and deliver a Data Leaders program to prospective and existing Division staff over the course of the academic year. The program included four classroom training and lab sessions, coaching, and completion of projects by each student. Trainings were developed and delivered jointly by UNH faculty and Division Data Team staff, and based largely on similar work in other states. The students presented their final projects, each of which used a different data source to examine questions related to Division practice, in May to their instructors, coaches, administrators and the Division Director. Learning from this pilot was evaluated and informed a plan to expand the Data Leaders program next year by identifying at least one Data Leader in each child protection and juvenile justice District Office. These staff will receive a five day training, coaching, and lab times to complete a project and will be sustained as group going forward. These Data Leaders will take on leadership roles in the development and support of the local and state level Continuous Quality Improvement Teams.

Objective 3: Case Practice Reviews

New Hampshire maintains a strong and well-established Case Practice Review (CPR) process, as described in the Assessment Section, and this process remains in place. During the past year, New Hampshire has continued to make changes and enhancements to this process as

contemplated in the CFSP, to prepare for its CFSR in 2018. Additionally, efforts have been made to ensure sustainable system capacity to conduct these reviews with fidelity into the future, through the addition and training of new Quality Assurance staff and the identification of consistent review teams.

In its CFSP, New Hampshire identified a challenge in its capacity to conduct ad hoc or targeted file reviews outside of the Case Practice Review process. The Division has identified capacity to conduct such reviews during the past year in several critical ways. At the time of last year's APSR, a case review of the Division's efforts to notify and collaborate with law enforcement in reports of sexual or severe physical abuse was occurring in one office as a pilot. That tool and process was refined based on that pilot, and a full statewide review of that practice occurred in August 2015. Findings and recommendations were shared with administration and supervisors and practice direction was given to improve performance in this area. Additionally, a management report for distribution to supervisors and administrators to track this issue is being developed, and Division staff collaborated with law enforcement and the Attorney General's office to offer training to all Supervisors on this topic in April. This practice is now reviewed ongoing as an item during regular Assessment Reviews (described below).

Additionally, New Hampshire identified a critical need to develop a case review process that focused on Assessments, or child protective investigations, during this past year. This need became emergent in light of ongoing concerns raised by review of data and discussions with staff, as well as child deaths in several cases with prior or current Division involvement. This process was developed with several goals in mind:

- Create a Continuous Quality Improvement process focused on Child Protective Assessments able to be implemented in the near term that will provide frequent feedback to offices and administration about assessment practice
- Support/monitor consistency in assessment practice across different offices and regions
- Create a process that includes field and Bureau of Organizational Learning and Quality Improvement involvement and is feasible within the existing resources of both
- Connect to existing Quality Improvement process (Practice Improvement Initiatives) when timing allows, and create a simple but concrete Quality Improvement process for results when not possible
- Provide state-level feedback that leads to systemic change where needed
- Inform implementation and sustainability planning of Division Practice Model strategies and goals, specifically as they relate to child safety

An Assessment Review process and tool was developed during the fall, as described in the Quality Assurance Systemic Factor item in the Assessment of Performance section of this report.

These reviews began in January 2016, and have occurred monthly since that time. The Bureau of Organizational Learning and Quality Improvement has facilitated the development of Assessment Improvement Plans by the supervisors and staff in each office following these reviews. These plans include ongoing case reads by supervisors to monitor the implemented changes, and tracking of these by Bureau of Organizational Learning and Quality Improvement staff. They have become integrated as part of the Division's regular quality improvement processes, and the first set of aggregated results will be shared with administrators and supervisors during the next several months.

Additionally, the Division has updated and revised its practice and policy related to Quality Assurance Specific Case Reviews, which occur in the instance of serious injury or death of a child or other significant occurrence. This process included research of other New England states' processes, and the testing and evaluation of two different approaches. Fourteen reviews of this type have been conducted during the past year (some of which involved incidents that actually occurred in prior years). Themes regarding strengths and challenges at both practice and systemic levels have been compiled and shared with administrators and field supervisors. These reviews will continue as a regular practice as needed.

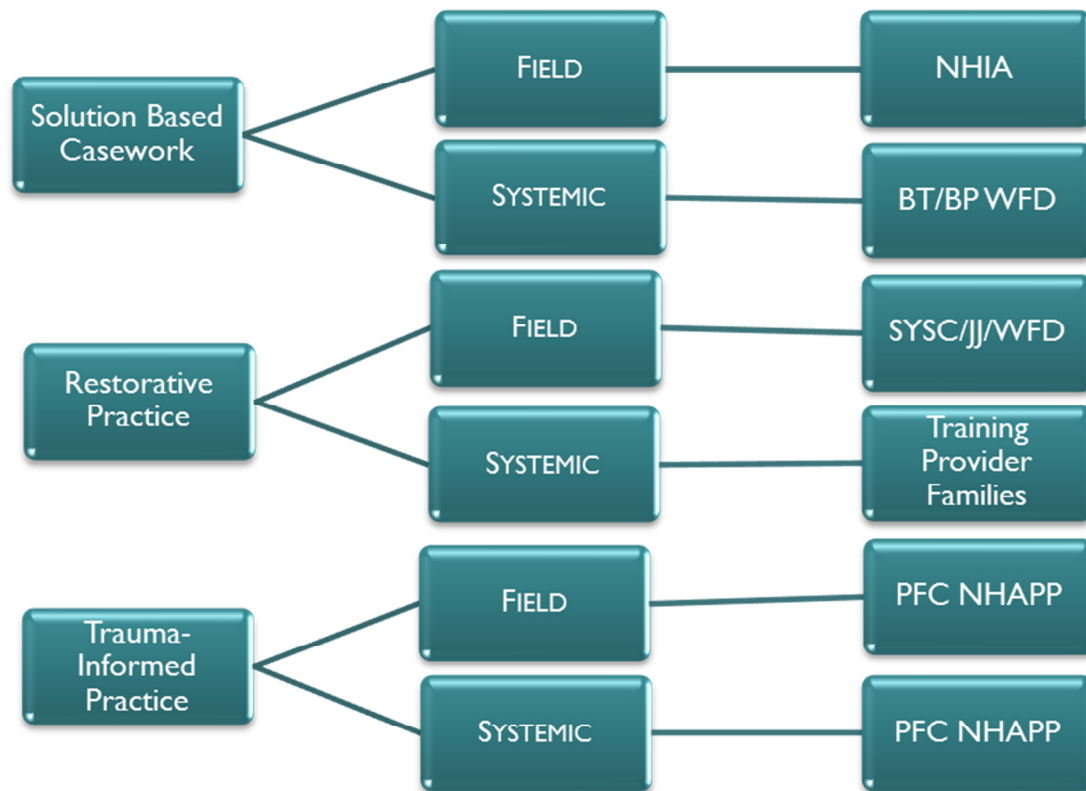
Objective 4: Workforce Development in Continuous Quality Improvement (CQI)

The Division continues to work toward enhancing the Continuous Quality Improvement knowledge and skills of staff at all levels.

One primary strategy to accomplishing this goal is the collaborative work with the University of New Hampshire on the Data Leaders program referenced earlier. It is anticipated that this strategy over time will provide training, support and accountability to specific Data Leaders in each segment of the division to lead and sustain the use of data in evaluating practice. The identification of this role at the practice level will also serve to support a culture in which data is viewed as a valuable and necessary part of the work in the field.

Currently, all new staff continue to attend an Orientation in which they are briefly introduced to the concept of a learning organization and their role in Continuous Quality Improvement. New Hampshire intends to utilize portions of the curriculum developed for the Data Leaders program during this year and next, as well as portions of the Continuous Quality Improvement Training Academy as a foundation for a dedicated Continuous Quality Improvement pre-service training. The training will provide all new staff with a basic understanding of the Continuous Quality Improvement cycle, the use of data in it, basic data skills, and an orientation to the Results Oriented Management (ROM) system. In addition to the Bureau of Organizational Learning and Quality Improvement Data Team, Data Leaders could be potential trainers for this pre-service training.

GOAL 2: PRACTICE MODEL MASTERY



Over the last year, DCYF has transitioned from implementation of its Practice Model to its sustainability and mastery. The Division has focused a great deal on the mastery of the aforementioned key strategies that will help to enhance safety, permanency and well-being across all areas of practice. A communication team was tasked with the development of a new logo that is representative of the Division's Practice Model and is pictured below. A strategic communication plan was also developed that outlines strategies to engage internal and external stakeholders in discussions around the unified Practice Model. These engagement and communication strategies are scheduled to continue and will enhance collaboration in an effort to improve outcomes for children, youth and families.



DCYF's Practice Model logo is aspirational in nature, centering on family and youth while maintaining a structure that is designed to symbolize a home. The family represents the Division for Children, Youth & Families' goal to work with the whole family and the necessity to place the family at the forefront of the Division's efforts. The roof signifies safety, permanency and a place for families to live, grow, flourish and succeed. Finally, the words Safety, Permanency and Well-Being are included to remind each of us that these "touchstones" must always be evident in the important work we do.

Objective 1: Solution Based Casework

DCYF continued to work with Dr. Dana Christensen who provided monthly coaching calls through December 2015 when the contract ended. The Solution Based Casework workgroup and the internal coaches group continue to meet and provide oversight of the implementation plans for every district office. Activities involving Solution Based Casework continue to happen at monthly Supervisor Meetings.

During the last quarter of 2015, New Hampshire DCYF completed implementation of a training and coaching plan intended to move staff skills and confidence in the application of Solution Based Casework to a level of mastery, and enhance organizational and supervisory capacity to ensure sustainability of these skills. Coaching calls with the Dr. Dana Christensen continued throughout the quarter, with the final call occurring in December 2015.

At that time, Dr. Christensen and the group summarized the progress that had been made over the year, as well as continuing needs, as follows:

- Training and coaching has moved staff to a more engaging role and relationship-oriented approach to their work, actual casework rather than just compliance;
- Tracking events still needs work, staff need to slow down and listen rather than rush to conclusions;
- Case plan objectives that people are writing are "pretty good,"

- There is still some inconsistency in the use of Action Plans. In some instances staff are still thinking of it as a one-time completion, in these instances they tend to be more compliance vs. behaviorally based;
- The Coaches ability has increased tremendously to recognize best practice, particularly in Action Plans; and
- Staff have demonstrated some good practice at recognizing change, but still some ways to go to normalize this.

In early January 2016, Dr. Christensen confirmed that all twelve coaches had submitted and received approval and feedback on at least two write-ups of coaching sessions, and as a result all twelve have been officially certified as Solution Based Casework Coaches. This internal capacity is designed to continue the work toward mastery of the model, as well as ensure sustainability.

The coaches group has met again since this final coaching call, and developed several specific structures to continue this work:

- The Solution Based Casework Workgroup continues to meet monthly, and act as a steering committee for Solution Based Casework mastery. This group includes many of the Coaches, as well as field staff from all levels;
- Skill sessions will continue quarterly on specific Solution Based Casework topics at Leadership meetings, with the most recent one being held in March of this year when the focus was on assisting providers in understanding the applicability of Solution Based Casework to treatment planning and family meetings. The model for these sessions has evolved from the coaches leading and teaching them, to supervisors providing peer coaching to their colleagues in small groups, with coaches facilitating;
- Develop training material resources that could serve as “nuggets” of training on topics, that a practice exercise could be added to, and delivered by supervisors in offices;
- Utilize availability of district office specific trainings to focus on Solution Based Casework;
- Include reference in supervisor annual performance evaluations how they are sustaining Solution Based Casework;
- Pre-service training is being reviewed to ensure inclusion of Solution Based Casework and Solution Based Family Meetings; and
- A mechanism for including supervision of Solution Based Casework in the upcoming Supervisor Core offered Summer 2016 is being considered.

New worker training now includes the concepts and principles of Solution Based Casework in the core modules they are required to attend. In addition the Solution Based Casework Sustainability Plan clearly articulates timeframes for certification of new staff as well as ongoing monitoring and review of case consultations, field observations and Solution Based Family Meetings to assure there is fidelity to the model. These activities include oversight by District Office Supervisors and field administrators. In addition the Bureau of Organizational Learning and Quality Improvement has incorporated a Solution Based Casework Fidelity Tool as part of ongoing Case Practice Reviews.

To assure Solution Based Casework was fully integrated into Division for Children, Youth and Families' Practice as it relates to assessment of protective reports action was taken in the Fall of 2011 to begin integrating Solution Based Casework with Structured Decision-Making (SDM). A new model, New Hampshire's Integrated Assessment (NHIA) Model was designed in 2012 by a representative group of Division Child Protective Services staff with a lead staff person from the Bureau of Organizational Learning and Quality Improvement, in consultation with the developers of Solution Based Casework and Structured Decision-Making. This new model is also informed by Andrew Turnell's *Signs of Safety* model. Business requirements were completed for integrating the new model into the Bridges Information System and this occurred in May 2013. All Child Protective Staff and Supervisors have been trained and began using this new model of engaging families. Although this model is very comprehensive, it has been found to require more time to complete in every Assessment. Due to this additional time and other factors, the assessment workflow is currently being reviewed by an Assessment Workgroup. New Hampshire has also requested assistance from the new Capacity Building Center to examine assessment business practices.

At the same time that New Hampshire Integrated Assessment was being developed, the family services committee under the direction of the Southern District Office Supervisor spearheaded extensive revisions to the case plan. The new case plan format has been designed to include prompting questions for staff to assure that the concepts and principles of Solution Based Casework are applied when working with families to develop the case plan. The case plan format and instructions have been finalized and staff have been using this case planning model with families. Integration of the new case plan model into the Bridges Information System had been planned for 2013 but did not occur until 2014 due to other competing priorities for the Department of Information Technology. Throughout 2015 and into 2016, DCYF has found that due to a significant increase in the volume of Assessments, and the time it requires for a worker to complete all of the NHIA screens in Bridges, that this practice had to be modified so that DCYF continues to use NHIA to complete safety and risk assessment tools, but not all of the narratives. DCYF continues to work with the Assessment Workgroup, formed in March 2015, to examine the Assessment Business Practices to ensure that a comprehensive assessment is completed, utilizing the Practice of Solution Based Casework, but also ensuring that the process is not duplicative.

Finally, to assure Solution Based Casework is fully integrated into practice the Division for Children, Youth and Families continues to revise internal policies to include language specific to Solution Based Casework. Language related to adherence to the Division's Practice Model and the use of Solution Based Casework has also been incorporated into staff supplemental job descriptions.

In November 2015, the Milestone Manual for Solution Based Casework was distributed to all staff and is provided to new staff at CORE training during the "Engaging Families Module". This has assisted in providing a consistent message for all staff regarding the four milestones. The four milestones incorporate: (1) Sorting out the Problem, and building consensus, (2) Getting Organized on how to proceed and develop case plan goals-Family Level Objectives (FLOs) and Individual Level Objectives (ILO). (3) Getting Specific-Behavioral Tasks-Specific Action Plans, (4) Documenting and Celebrating-documenting specific tasks of the Action Plan. The milestone manual is an in depth yet concise description of the Solution Based Casework tools, practice and a thorough explanation of how to achieve each milestone. It provides examples of action plans, ILOs and FLOs and a more expansive explanation of the "sequencing of events" process as it applies to both Child Protection and Juvenile Justice. It also incorporates tools that Dana Christensen had provided in his work with us. It provides a Solution Based Casework case flow from assessment through case planning and suggestions for documentation to track progress, not only for internal staff but for providers as well. The use of the Solution Based Casework Fidelity Tool in Case Practice Reviews over the past year has shown that Solution Based Casework has definitely take hold in the District offices and evidence of Solution Based Casework is seen in every case, although to varying degrees. Over the course of four Case Practice Reviews the Solution Based Casework Fidelity Review Instrument was applied to approximately eighty cases evenly distributed between Child Protective and Juvenile Justice cases. The findings indicate that the Division has attained the seventy percent benchmark in one of the four milestones (milestone 2). This includes all thirteen case practice reviews where the tool was utilized to date, over 220 cases. Although DCYF has not attained the seventy percent benchmark in the other three milestones, the percentages in all milestones have improved as shown in the last four case practice reviews.

There has been significant focus on using the fidelity tool to assess the degree to which staff are engaging community providers to support the family in attainment of both the individual level objectives and the Family Level Objective. Evidence of a service being provided that will support the family or youth in the attainment of their case plan objective, specific action plans and notes from Solution Focused Family Meetings. In order to receive a positive answer on the tool the reviewer should find either the caseworker has created an individual task that directs the service provider or community support to work with the family to develop or support a relapse prevention plan, or the caseworker has included a task that guides the family to utilize appropriate community resources in support of the family's changed behavior. A key indicator for this item is the caseworker writing action plan tasks describing clearly what a service provider is expected to do within the Family Level Objective.

The Solution Based Casework Workgroup is charged with ensuring that the District Offices receive ongoing support and guidance from coaches to sustain the implementation of Solution Based Casework through regular case consultations at staff meetings, supervisors providing field supervision to caseworkers and then providing feedback as to that caseworkers ability to apply the model. During the past year, there has been a growing confidence with the model and less sentiment that this is “something new”; rather it has been integrated into practice to a great degree. Anecdotal information from supervisors is that their impression of new staff is that they are assimilating these skills in some cases with more ease than more experienced staff who have had to adapt long existing practices. There is still some struggle in terms of adapting the model to Post-Permanency Cases, where there may no longer be efforts to engage the parents in correcting the conditions which formed the basis for opening the case. The focus in these cases has shifted to achieving new permanency goals such as adoption.

Below is the Division’s second year progress report in its work towards statewide mastery of Solution Based Casework:

STRATEGY 1: Streamline quality assurance process at statewide and district office level.

UPDATE (YEAR TWO): There have been a number of developments regarding quality assurance including New Hampshire Integrated Assessment Training and New Hampshire Integrated Assessment Case Reads formalizing practice discussions so each region/individual is hearing the same information. These case reads have occurred in the monthly New Hampshire Integrated Assessment Workgroup meetings and at statewide Leadership meetings. This is currently being assessed as to its utility given that some of the business requirements of NHIA have been suspended due to increased workload issues.

Twelve coaches were identified in order to attain a level of expertise to assist with all aspects of integrating Solution Based Casework in the field, training, policy, and Quality Assurance Fidelity Reads. Coaches continue to facilitate training at Leadership meetings for supervisors and then coached supervisors to provide the same training in their district offices. This has occurred at multiple leadership meetings.

STRATEGY 2: Align the Solution Based Casework Sustainability Plan with the Division’s quality assurance process to ensure sustainability and growth, not just compliance.

UPDATE (YEAR TWO): This piece is being managed through the identification of coaches to become more skilled and knowledgeable about Solution Based Casework in order to learn, coach, train, monitor, inform and mentor staff on the model. The Division has found that the hands on approach with staff having opportunities to practice action planning and the development of individual and family level objectives have been most productive.

Each district office is collecting the same data regarding field supervision/observations, file reviews and staff's participation in quarterly case consults and the case practice reviews where the fidelity tool is used.

Additionally, evidence of Solution Based Casework is sought in regional Practice Improvement Initiative development following Case Practice Review to ensure sustained attention to developing skills and the integration of Solution Based Casework. This strategy has continued over the past year.

STRATEGY 3: Fully integrate Solution Based Casework into the Division for Children, Youth and Families' policy, training and Statewide Automated Child Welfare Information System.

UPDATE (YEAR TWO): Through the development and utilization of field coaches the Division is creating a team who can teach, mentor, coach, review and model the integration of Solution Based Casework. Included on this coaching team are trainers, curriculum writers and training staff, Quality Assurance individuals both regarding training and practice and field practice quality reviewers. The New Hampshire Integrated Assessment screens have been fully incorporated into the Statewide Automated Child Welfare Information System and are being utilized statewide. As stated previously, the Division has struggled to maintain the requirement that staff complete all of their screens which has proven to be very time consuming. The safety and risk tools are still a requirement. The Division is in the process of seeking a contractor for a new information management system so there will need to be a focus on the most efficient way to document the use of NHIA and to document the use of Solution Based Casework. In the interim, the field is using the case contact logs to document their Solution Based Casework strategies. There is evidence of this in supervisor reviews of case files.

STRATEGY 4: Create greater field capacity within all levels (caseworker, supervisor and administrator).

UPDATE (YEAR TWO): A key task in this strategy has been the identification, development and utilization of the field coaches to support practice discussions regarding the integration of Solution Based Casework as well as the presence of these coaches in Leadership discussions, field staffing and amidst policy review and development, training development and delivery, and Case Practice Reviews.

The twelve field coaches have achieved certification through Dr. Christensen. They continue to hold practice discussions in leadership

meetings, regional supervisor meetings, office staff meetings and Practice Improvement Planning sessions. During a DCYF Case Practice Review, the reviews are focused on identifying areas where Solution Based Casework is evident as they complete the fidelity review instrument.

The case practice reviews also mirror the concepts of Solution Based Casework in the manner in which the results are communication and action plans are formulated.

STRATEGY 5: Consistency in using Solution Based Casework in case plans, action plans, case consults, field supervisions and documenting adherence to core Solution Based Casework Principles.

UPDATE (YEAR TWO): This strategy involves the identification of the twelve Solution Based Casework Coaches including the Administrator for the Bureaus of Child Protection and Juvenile Justice, six field administrators, two trainers, one training liaison, three members of the Bureau of Organizational Learning and Quality Improvement, development of these coaches and the implementation of leadership and regional practice discussions and coaching sessions to ensure consistency of expectations, training and skill development. The coaches have been instrumental in supporting the certification of existing and new staff through various trainings.

STRATEGY 6: Increased parent partner, youth and community involvement in moving Solution Based Casework forward statewide.

UPDATE (YEAR TWO): A break out session for the 2015 Division for Children, Youth and Families' Conference exposed community members to Solution Based Casework and what to expect from staff. The Division for Children, Youth and Families will identify opportunities to obtain input from birth parents, youth and other members of the Better Together Team. In the Better Together Workshops, which happen at regular intervals throughout the year, there is a module called "What partnership looks like" where Solution Based Casework is presented and discussed with parent partners, staff and community partners. Additionally, the Better Together with Birth Parents steering committee discussed the Child and Family Services Plan in order to align the work that the committee is doing with Solution Based Casework, restorative practices and the trauma work. Parent Partners are also providing a panel discussion in the local offices to discuss safety planning and other topics related to the application of Solution Based Casework. There is a tracking mechanism for these events and what the outcome is related to practice improvements related to these discussions. This work is ongoing and has proven to be an essential component of the sustainability plan.

There were four **Better Together Workshops** during this period.

- October 1-2, 2015 – BT with Foster Parents in Manchester
- November 4-5, 2015 – Juvenile Justice Better Together
- November 12-13, 2015 – Provider BT
- December 3-4, 2015 – Core BT / DCYF staff

The Better Together (BT) for foster parents in the Northern region was the most participated BT for foster parents for that region.

The Juvenile Justice Services (JJS) BT was a huge success providing JJS field staff and families involved in Juvenile Justice with an opportunity to engage in some very transparent dialogues. Staff shared that for them this was an experience of huge validation for the work that they do. Parents and staff recommended doing more workshops that are specifically tailored to JJS participants. On May 4-5, 2016 the Division offered the first JJS BT workshop in 2016. Eleven JJS involved parents and eleven JJS Field staff participated including a JJS Field Administrator. The outcomes of this workshop include the following:

- An experience of empowerment for parents as they had an opportunity to share their experiences and be heard;
- Parents experienced letting go of the shame caused by having a child involved with JJS as they met other parents and built a community of support;
- An eye opening experience for JJS staff who reported better understanding the reality and needs of JJS involved families;
- JJS reported better understanding how to actually implement Solution Based Casework with JJS involved families as they get a “taste” of what partnership with parents looks like;
- One lasting impact of this workshop is the buildup of a pool of JJS field staff and parents who are now “better together champions” ready to promote the importance of parent inclusion in the treatment of youth; and
- The Division plans to run another JJS specific Better Together workshop in the fall to continue to support culture and practice shift within JJS toward greater inclusion of families in the work with the youth.

STRATEGY 7: Ensuring that training focuses on the Division's Staff mastering the basic concepts of Solution Based Casework and can effectively use them in practice.

UPDATE (YEAR ONE): Representatives from the Bureau of Organizational Learning and Quality Improvement and the training unit are present for workgroup meetings as well as having individuals from these areas identified as field coaches and trainers of Solution Based Casework. Discussions regarding training as well as practice discussions and field coaching sessions will ensure the focus of Division Staff mastering the concepts of Solution Based Casework. The Solution Based Casework Fidelity Review Process incorporated in the Case Practice Review also provides a review and the subsequent Practice Improvement Initiative offers opportunities for attention and oversight.

STRATEGY 8: Establish a Solution Based Casework Statewide Workgroup that reviews and creates policy, assesses implementation, addresses training needs and supports consistency in practice statewide.

UPDATE (YEAR TWO): An Solution Based Casework Statewide Workgroup has been created and meets one time each month to discuss the integration of Solution Based Casework into field practice. Participants include members of the Bureau of Organizational Learning and Quality Improvement, training, the coaches, and field representatives to ensure all aspects are covered. These individuals also participated in monthly coaching calls with Dana Christensen, the founder of this model through December of 2015. .

STRATEGY 9: Utilize Division for Children, Youth and Families' Leadership meetings as a frequent forum to discuss Solution Based Casework implementation, share practices and successful strategies and troubleshoot areas of inconsistency in order to improve practice.

UPDATE (YEAR TWO): The Coaches have continued to utilize statewide leadership meetings to provide activities and coaching to support implementation. The plan continues to be the use of Leadership meetings for practice discussions with the intent of having supervisors continue these discussions and coaching sessions in the District offices. The coaches group will continue to work with the Bureau of Organizational Learning and Quality Improvement and the statewide workgroup to identify priorities and sustain the feedback loop.

While the strategies, or at least elements of them, may change over the coming years, the Division believes that sustained attention to the successful achievement of these strategies will bring the Division for Children, Youth and Families much closer to its goal of Solution Based Casework mastery across the state.

Objective 2: Restorative Practices (RP)

Over the past year, the Division has continued to implement Restorative Practices (RP) throughout Sununu Youth Services Center (SYSC) and Juvenile Justice Services. The Restorative Practices Leadership Team has provided training, technical assistance and circle facilitation on an ongoing basis. Eight individuals have been certified in Responsive (Level 2) Restorative Practices and Proactive (Level 1) Restorative Practices were taught at two Core Academies. Due to staffing challenges at the Sununu Youth Services Center, in-service trainings and certifications were not able to take place as projected and the Strategies for Restorative Practice Mastery timeline has been updated to reflect this modification.

In addition to providing internal trainings on Restorative Practices, DCYF presented workshops on restorative practices for providers and colleagues in several venues. The University of New Hampshire featured workshops in their conference for community providers and professionals entering the field. A panel format was utilized to illustrate how restorative practices have positively impacted the lives of individuals in the child welfare system. Local providers were also engaged in DCYF's Conference where restorative practices were highlighted as a key component of New Hampshire's Practice Model. Locally, presentations were given to New Hampshire's Juvenile Parole Board and to the Leadership in Learning and Collaboration, a statewide training and higher education partnership. Finally, New Hampshire's successes related to implementing Restorative Practices were showcased at the International Institute for Restorative Practices World Conference in Bethlehem, Pennsylvania.

Proactive Circles continue to take place throughout SYSC. It is estimated that over 200 of these community building circles were facilitated throughout the facility last year. Additionally, the Restorative Practices Leadership Team provided technical assistance to one unit to facilitate Responsive Circles to address behavioral challenges that were occurring among residents. During the eight weeks of facilitation, staff from the unit were simultaneously trained in the effective facilitation of proactive circles and the responsibility of providing the weekly circles was successfully transferred to these staff members after the eight weeks.

Throughout the past year, the Restorative Practices Leadership Team worked to formalize the structure of responsive restorative practices. A formal referral process is being developed which includes a referral form, a non-select letter, and formal invitations. A standardized process for effectively prepping participants in responsive restorative circles is also being developed. Finally, a post-circle survey was created to ensure that the process achieved the intended outcomes for participants. In order to ensure consistency, a DCYF policy is being established to include these and other relevant items related to practice.

Over the course of the next year, DCYF will focus on the areas of policy development, ongoing training and responsive restorative practices. Policy development will continue to be a focus in an effort to standardize processes throughout the state. Trainings in responsive restorative practices for child protection and juvenile probation staff are scheduled statewide and will begin in the Fall 2016. In addition to training all field staff, one staff member from each office will be

certified in responsive restorative practices in order to ensure that the field has the capacity to facilitate restorative circles in the community. Trainings will also continue to be offered to all new SYSC employees and ongoing training will be offered to existing SYSC staff members. Finally, responsive restorative practices will be expanded within SYSC and expectations will be established related to providing responsive circles when youths experience disruptions in their programming.

STRATEGIES FOR RESTORATIVE PRACTICE MASTERY

Below is an update on the strategies that are guiding the Division in its work towards statewide mastery of Restorative Practices and their anticipated timeframes for completion:

July 2014-June 2015

- Strategy:** Develop a Restorative Practices Leadership Team to meet monthly to 1) guide restorative practices implementation; 2) train restorative practices and 3) facilitate responsive restorative circles as needed.
- Strategy:** Train all Sununu Youth Services Center Staff in Level 1 Restorative Practices by:
- Offering the training to every new staff at the Academy and
 - Offering the training to every staff member in the facility.
- Strategy:** Offer an overview of restorative practices to stakeholders by providing a workshop at the Division for Children, Youth and Families' Conference.

July 2015-June 2016

- Strategy:** Achieve Level 1 certification for Sununu Youth Services Center Staff and Level 2 certification for select members of the Restorative Practices Leadership Team.
- Strategy:** Train Sununu Youth Services Center Teachers in Level 2 Restorative Practices.
- Strategy:** Consistency in using Restorative Practice language in Division documentation by revising victim letters, restitution letters, Solution Based Family Meeting forms and Sununu Youth Services Center Forms.
- Strategy:** Explore the opportunity to create a victim survey that focuses on two areas. First, has the harmed been repaired? Second, did you get what you needed out of the entire process? This will help assess the effectiveness of the RP process.

July 2016-June 2017

- Strategy:** Develop a DCYF Policy addressing Restorative Practices to ensure statewide consistency in applying these practices.

- Strategy:** Fully integrate Restorative Practices into the Division for Children, Youth and Families' policy, training and Statewide Automated Child Welfare Information System.
- Strategy:** Train Child Protection and Juvenile Probation staff statewide in Restorative Practices.
- Strategy:** Establish an expectation at the Sununu Youth Services Center for unit staff to provide responsive circles for youth in response to placement disruptions.
- Strategy:** Provide ongoing Restorative Practices training for the Division's community partners and providers to assist them in doing more productive work with the victim.

July 2017-June 2018

- Strategy:** Achieve Level 2 certification for at least one member of each Child Protective Services and Juvenile Justice Services Office. Train and certify select Child Protective Services and Juvenile Justice Services staff in the second level (formal conferences).
- Strategy:** Utilize the Division for Children, Youth and Families and Sununu Youth Services Center Leadership meetings as a frequent forum to discuss Restorative Practices implementation, share practices and successful strategies and troubleshoot areas of inconsistency in order to improve practice.
- Strategy:** Provide opportunities for Restorative Conferences for all youth in Sununu Youth Services Center prior to their reintegration into the community.

July 2018-June 2019

- Strategy:** Create greater field capacity within all levels (worker, supervisor, and administrator).
- Strategy:** Ensuring that training focuses on the Division's staff mastering the basic concepts of Restorative Practice and can effectively use them in practice. This includes focusing on how the workers can do more preparation in their work with the victim and better assess the needs of the victim in addition to the needs of the perpetrator.

While the strategies, or at least elements of them, may continue to evolve over the coming years, the Division believes that sustained attention to the successful achievement of these strategies will bring the Division for Children, Youth and Families much closer to its goal of Restorative Practices mastery across the state.

Objective 3: Trauma-Informed Practice

Currently, Partners for Change Project has been rolled-out in all district offices. Staff in these offices received trained in using trauma and well-being screens with children and youth involved in any open case with both Child Protective Services and Juvenile Justice Services. The online data base, *Qualtrix* is up and running and accessible to Division staff at this time. Initial planning has been done to integrate this screening collection system into the current Bridges system at DCYF to eliminate the need for an additional location to input information. There have been over 900 screens completed on children and youth involved in Division for Children, Youth and Families' cases through the Partners for Change Project. More than fifty percent of children screened positive for some form of mental health symptoms and on average between ten to twenty percent screened positive for Post-Traumatic Stress Disorder. The goal is for these children and youth to be referred to evidence-based mental health treatments based on their symptoms. It is unclear if this is occurring with regularity because information on the form and type of treatment is still not being provided with regularity but this is an area that is being addressed through ongoing collaboration meetings between DCYF and Mental Health providers in each region of the state. The goal is to achieve better ongoing information sharing and be better able to analyze treatment outcomes.

The goal of the Adoption Preparation and Preservation Project is to help Division for Children, Youth and Families' staff, community providers and foster/adoptive parents better understand and meet the needs of children who have experienced trauma. Implementation of the initiatives began in June 2015 and has been completed in cohort one which consists of five offices and the pilot site. The second cohort of five offices will receive training in the interventions in Fall 2016 and Winter 2017. All permanency staff as well as additional office staff have been trained in the Structured Analysis Family Evaluation (SAFE). Structured Analysis Family Evaluation is an evidence informed home study assessment method created and provided by The Consortium for Children. Private Agencies in New Hampshire that license foster homes have also received this training. This new home study methodology is being used to improve the Division's family assessment and matching process by providing more valid evidence-based tools to utilize in making more objective and informed placement decisions. The Structured Analysis Family Evaluation will also provide the Division staff with more information to determine the training needs of foster parents in order to create the most helpful ongoing training plans. The implementation of the SAFE has been hindered by a high staff turnover as well as an increase in caseloads but it is now being utilized in all sites across the states. Private agencies have had a more successful integration of the process because they have not been impacted by the increase in assessments across the state.

In addition to the Structured Analysis Family Evaluation the Adoption Preparation and Preservation Project has provide training in Adoption Competency to Division staff and mental health providers from the first cohort of the state. This training will has been provided in short sessions for all staff during the implementation period and through a longer training specifically for permanency staff beginning in January 2016 and will be completed in June 2016. All staff

that complete the training will have demonstrated a better understanding of the following definition of an Adoption Competent professional:

An Adoption Competent Professional:

- Has an understanding of the nature of adoption as a type of family formation and the characteristics and skills that make adoptive families successful;
- Understands the importance of an individual or couples motivation to adopt and infertility issues and the impact this has on adoptive family formation;
- Has a family based, strength-based, child centered, culturally competent and evidence-based approach to working with adoptive families and birth families;
- Has knowledge and understanding of the impact of developmental stages on grief/loss and family formation;
- Has the skills to engage families within the context of other systems they are involved with;
- Has knowledge, skills and experience in working with individuals with a history of abuse, neglect and/or trauma;
- Understands the impact of disrupted attachment on children's mental and emotional health and has knowledge and skills to address disrupted attachment; and
- Employs knowledge, skills and experience in working with adoptive families and birth families.

The first cohort of staff have been trained in administering; understanding and using screening tools with pre-adoptive families that will help assess family functioning and family integration. Once the tools are being used consistently they will help determine the child's permanency plan and will inform case plan goals for the child/youth and pre-adoptive family.

CAPACITY BUILDING CENTER FOR STATES TECHNICAL ASSISTANCE

The New Hampshire Division for Children, Youth and Families has continued receive technical assistance (TA) from the Capacity Building Center for States during this past year.

This assistance has focused primarily on exploring aspects of Assessment practice in order to determine root causes of challenges with workload management that potentially impact safety. The Division and the Center conducted a number of activities in collaboration to examine these issues, including:

- Focus groups with staff, supervisors, attorneys
- Review of Central Intake policies and screening decisions
- Review and analysis of data
- Mapping of the assessment process
- Research of other states' investigation closing policies
- Literature reviews in several areas

These activities and others undertaken during this time by the Division have led to the identification of several root causes of the challenges in managing the assessment workload. The two primary factors are identified as staffing in relation to an increased volume of Assessments and the construction of New Hampshire's abuse and neglect statute related to ability to intervene in high risk cases.

In light of this analysis, the Division and Center for States have defined a plan for ongoing assistance in three specific areas related to the above root causes:

- Staff retention
- Internal communication/messaging
- Central Intake screening policy

An existing representative workgroup of division staff will be working with Center staff to design interventions in these three areas, and the Division will then participate in an Intensive Project with the Center to implement these interventions.

The Division also benefited from brief technical assistance from the Center related to Continuous Quality Improvement during this past year. This assistance focused on ideas to systematically involve stakeholders in Continuous Quality Improvement processes, and resulted in the revisions to the Case Practice Review stakeholder survey previously mentioned.

Section 4: Services

COMPREHENSIVE FAMILY SUPPORT SERVICES

Please refer to [Comprehensive Family Support Services](#) in Section Two under “Agency Responsiveness to the Community” for further description.

NEW HAMPSHIRE CHILDREN’S TRUST

Please refer to [New Hampshire Children’s Trust](#) in Section Two under “Agency Responsiveness to the Community” for further description.

EDUCATION SERVICES

Please refer to the [Education Services and Support](#) in Section Two under “Agency Responsiveness to the Community” for further description.

FAMILY VIOLENCE PREVENTION SERVICES

Please refer to [Family Violence Prevention Services](#) in Section Two under “Service Array” for further description.

PROJECT FIRST STEP

Please refer to [Project First Step](#) in Section Two under “Service Array” for further description.

RELATIVE CARE PROGRAM

The New Hampshire Division for Children, Youth and Families continues to have a Relative Care Specialist within the Foster Care Unit in the Bureau of Community and Family Support. . The role of this part-time specialist is to ensure that relatives caring for children in New Hampshire have access to community services and are treated in accordance with Practice Model Beliefs and Principles. This position can assist relatives directly through referrals, support relatives looking to care for a child who resides in another state while waiting for the Interstate Compact on the Placement of Children (ICPC) process to commence, support staff in district

offices through assistance with home studies and track the Division's compliance with Fostering Connections. The Relative Care Specialist has been certified in the Structured Analysis Family Evaluation Home study process and has been devoting most of the hours assessing New Hampshire relatives being considered for relative placement.

The Relative Care Specialist maintains the [Resource Guide](#) for New Hampshire Relative Caregivers available on the Department's website. Information about available resources continues to be provided to the community and to relative caregivers both within the Division for Children, Youth and Families and those not involved with the Division. The Relative Care Program brochure is reviewed regularly and printed for distribution to all offices. The brochure provides information to relative caregivers on what to expect and what is required when becoming a Division for Children, Youth and Families' Relative Caregiver. The brochure assists the Child Protective Service Workers in engaging with family members to provide relevant and accurate information about becoming a provider for the State of New Hampshire.

New Hampshire does not mandate that a relative caregiver become a licensed foster home. If a family identifies that a relative is available to accept placement of their child, the relative needs to submit to an immediate local police check, a home inspection by the worker, and a Central Registry check to accept an emergency placement. A relative home study and NHSP criminal record check is completed as soon as possible. This is considered an unpaid placement and the worker immediately assists in completing an application for family assistance thus preventing the unnecessary delay of financial support to the relative caregiver. There is an existing agreement between the Division for Children, Youth and Families and Division of Client Services to expedite the application of a relative who has accepted placement requested by the Division. The agreement has reduced the amount of time that a relative needs to wait for financial benefits from twenty to ten days. It has allowed for Division staff, both Child Protective Service Workers and Fiscal Specialists to take a more proactive approach to assisting relative caregivers in this area.

Relative caregivers are encouraged however, to become licensed foster homes. To reduce the barriers to licensing, relatives may be granted non-safety related waivers for licensing requirements such as pre-service training, high school diplomas and insurance. For the purpose of licensing waivers, the Division considers relatives up to the sixth degree and will equally consider the relatives of half-siblings if it is shown that a pre-existing relationship exists between the relative caregiver and the child. In the last year fifteen non-safety waivers were granted to relative caregivers in order to become licensed foster parents.

Relatively Speaking is an online e-workbook course developed for Relative Caregivers in collaboration with Granite State College. Training is covered in three, self-paced three-hour modules; "About You", "About the Child" and "About the Parent". In the last year the course has been made available with a rolling registration. This change has substantially increased the opportunity for relatives to register and complete the course immediately. The training has been both well attended and received. All New Hampshire Relative Caregivers are eligible to take this course and Granite State College has offered this course to child care providers

throughout the state. These three modules are credited towards pre-service training for those relatives who opt to become licensed foster homes.

The Division's Newsletter for Foster Care and Adoptive families, the *Connector*, is inclusive of relative caregivers. Each issue features an article specific to relative care and the unique issues that can develop between families. With appropriate permission, relative caregivers are interviewed and featured in the newsletter. The Relative Care Specialist maintains an email list of all relatives providing care. Relative caregivers and their families are invited to all foster care events and welcome at local and statewide support meetings. A goal of the Relative Care Program is to restore NHRAPP, the New Hampshire Relatives as Parent Program network with the UNH Cooperative Extension to ensure that there is support and resources available to relative care givers and to represent their voice in policy and practice.

The Division is tracking all relative care providers who have accepted a placement request. . Each relative care provider receives a resource ID number whether or not they were opting to become licensed. The information is collected from the relative on the day of placement using Form 2273, the Relative Care Agreement, and Form 2140, the Resource Enrollment/Change Form. The information is immediately entered into Bridges by either the Resource Worker or Fiscal Specialist in the District Office. Enrolled relative care providers receive a specified letter or email informing them of activities and available supports and other relevant information. A Relative Care Program Report is completed each month to provide an accurate and timely tracking method for all relative caregivers with a child placed in the custody of New Hampshire. Improvements were made to the report making it easier to track relative home entries and removals, and the reason for the removal. Queried information reflects children placed by Child Protective Services (CPS) and Juvenile Justice Services (JJS) with both non-licensed and licensed relative providers. Results Oriented Management data is used to supplement the report and check for accuracy.

There is an expectation following removal that the worker will complete a Family Inquiry tool (Form#2264) with the parents of the child. This information assists the worker in locating potential relatives for placement and to maintain family connections. This tool is also used to investigate whether or not ICWA requirements apply to the case. All relatives are sent a Relative Notification letter. The completion of the letter is also tracked by the Relative Care Specialist.

As of April 30, 2016, of the 645 children residing in family foster care, 252 or thirty-nine percent are placed in relative care. This shows a twelve percent increase in the use of relative care as compared to the numbers in April 2015. The relative care program will continue in its efforts to promote relative caregiving for children and families involved with the Division and compliance with Fostering Connections to Success Act.

ACTIVITIES THAT THE STATE HAS UNDERTAKEN FOR CHILDREN ADOPTED FROM OTHER COUNTRIES

The State of New Hampshire has legislation pending that will go into effect July 1st which will criminalize the practice of advertising children for the purpose of transferring permanent custody of a child and the act of transferring permanent custody of children without the involvement of the court. This legislation was enacted in response to the increased awareness of this practice across the country and particularly involving children adopted internationally. This legislation was written in direct response to this practice specific to adopted children, however the legislation is broad and applies to the criminalization of this practice with any child.

The Directors of the Adoption Child Placing Agencies in New Hampshire continue to meet every three months. The members discuss current issues and concerns in the practice of adoption. The agencies have collaborated on standards for the placement of children in adoptive homes and best practice in meeting the needs of birth parents, and adoptive and pre-adoptive families.

CHILDREN ADOPTED INTERNATIONALLY WHO HAVE ENTERED STATE CUSTODY

In 2005, the Hampshire Division for Children, Youth and Families developed a Bridges Data collection component for inter-country adoptions. This report reflects the following information:

In State Fiscal Year 2015, one internationally adopted child entered State custody.

SERVICES FOR CHILDREN UNDER AGE FIVE

New Hampshire assesses the developmental needs and provides services for infants, toddlers, and children under age five on an ongoing basis throughout the Division's involvement with a family. Prevention, early identification and intervention are at the forefront when assessing safety and managing future risk of this population. At the onset of a protective investigation the Division for Children, Youth and Families' staff work with families and use a Solution Based approach to identify the developmental stage of the family based on the ages of the children. An assessment of the activities and tasks common to families at that stage occurs including discussion with the parents regarding the physical, educational, emotional, and mental health needs of the children. Referrals for services are based on the identified needs of the family and the children. Rehabilitative services provided are aimed at increasing parental functioning as it relates to understanding and meeting the needs of the children including: nutritional, behavioral and developmental, as well as maintaining a safe and stable environment. Case planning includes ongoing review of outcomes related to the service provision and impact on the child's development. Given the vulnerability of young children involved in a Child Protective Services case with parental/caregiver substance abuse, the Division for Children, Youth and Families has

developed an enhanced practice to ensure the safety of these young children, which includes additional caseworker visits.

In founded cases, children under the age of three are referred to Early Support and Services (ESS) for a developmental assessment. An Early Supports and Services coordinator is assigned for every family/child when it is determined the child has an identified need or qualifies under identified risk factors for developmental supports. Children over age three are referred by the assigned Child Protective Service Worker to the local mental health center for mental health/trauma screening and to the school department for early intervention when there is an identified need. In addition, infants, toddlers, and children under five with significant medical needs may be referred to the Department of Health and Human Services, Special Medical Services. Special Medical Services (SMS) provides medical and financial services to children with special health care needs (CSHCN). Children with special health care needs are those who have, or are at increased risk for, chronic physical, developmental, behavioral, or emotional conditions, which require health and related services of a type beyond that required by children generally. Special Medical Services helps New Hampshire families with health information and support services and helps them with specialty health care services for their eligible children. Special Medical Services also provides care coordination services, support for child development and neuro-motor clinics, nutritional and feeding/swallowing consultation, psychological and physical therapy services.

The Division for Children, Youth and Families continues to conduct Permanency Planning Team (PPT) meetings on a regular basis regarding all children in placement. These meetings focus on identification of the child's current and future needs which may include, but are not limited to, developmental, social and emotional needs, and services needed including early intervention, child care, after school programs, respite, medical, dental, and mental health care. Discussions at PPT meetings, in one-to-one supervision, and in meeting with foster or pre-adoptive parents include assessing the parent/child attachment and a consistent review of attachment between the caregiver and the children including the impact of trauma on the short-term and long-term development of the child.

Youth under age five who remain in care longer are children with significant physical and developmental disabilities. These children require targeted recruitment efforts and the Division for Children, Youth and Families works closely with the Child Placing Agencies to help identify and recruit families that may be willing and able to commit to these children when reunification cannot occur.

The Division for Children, Youth and Families is currently involved in two additional projects, The Partners for Change Project (Partners for Change) and The New Hampshire Adoption Preparation and Preservation Project (NHAPP). Further information is available in Section Three under ["Objective 3: Trauma-informed Practice"](#).

The Division for Children, Youth and Families will be tracking the number of children under age of five in foster care by utilizing Chapin Hall Multistate Foster Care Data Archive (FCDA). FCDA is a longitudinal analytical tool that enables the Division to conduct powerful statistical analyses of existing data and monitor outcomes. Using this tool the Division will be able to monitor those children and their outcomes on an ongoing basis. The tool will enable the Division to also track the following demographic information about those children - gender, race, and ethnicity.

	CY 2012	CY 2013	CY 2014	CY 2015
Total # of children who entered care	374	337	323	443
Total # of Children who entered care at age <=5	189	173	178	252
Children who entered care at age <1	69	65	62	79
Children who entered care at age 1-2	57	55	59	73
Children who entered care at age 3-5	63	53	57	100
% of children who entered care at age <=5	50.53%	51.34%	55.11%	56.88%
Total # of children Still in Care as of 04-01 of the following year (i.e. for CY 2012 as of 04-01-13; for CY 2013 as of 04/01/2014; for CY 2014 as of 04/01/2015; for CY 2015 as of 04-01-2016)	294	253	269	372
# of children still in care as of 04-01 of the following year, who were at age <=5 when entered care *	154	131	147	216
% of children still in care as of 04-01 of the following year, who were at age <=5 when entered care **	52.38%	51.78%	54.65%	58.06%
# of children still in care as of 04-01 of the following year, who were at age <=5 on 03-31 *	138	122	137	198
% of children still in care as of 04-01 of the following year who were at age <=5 on 03-31 **	46.94%	48.22%	50.93%	53.23%

Data Source: Results Oriented Management (ROM), Placement Count report for the Bureau of Child Protective Services, extracted on May 20, 2016. Please note the data source previously used in reporting this was Chapin Hall. NH DCYF no longer has a membership with Chapin Hall. As this data is from an alternative site, the data is extracted differently from the NH SACWIS to the source, causing altered results/numbers. All data in this table was updated from ROM.

* for CY 2012 as of 04-01-13; for CY 2013 as of 04/01/2014; for CY 2014 as of 04/01/2015; for CY 2015 as of 04/01/2016

** Percent is based on total number of children that were Still in Care as of 04-01-2012 (for CY 2012 as of 04-01-13; for CY 2013 as of 04-01-2014; for CY 2014 as of 04-01-2015; for CY 2015 as of 4-01-2016)

	CY 2012	CY 2013	CY 2014	CY 2015
Total # of children Still in Care as of 4-01 of the following year (i.e. for CY 2012 as of 04-01-13; for CY 2013 as of 04-01-14; for CY 2014 as of 04-01-15; for CY 2015 as of 04-01-16)	294	253	269	372
# of those children still in care as of 04-01 of the following year, who were at age <=5 when entered care	154	131	147	216
Race/Ethnicity				
White Non-Hispanic	117	116	105	162
% White Non-Hispanic *	75.97%	88.55%	71.43%	75.00%
African American Non-Hispanic	2	2	4	3
% African American Non-Hispanic *	1.30%	1.53%	2.72%	1.39%
Asian and Pacific	3	0	2	0
% Asian and Pacific *	1.95%	0.00%	1.36%	0.00%
Hispanic	16	5	18	17
% Hispanic *	10.39%	3.82%	12.24%	7.87%
Native American	0	0	0	0
% Native American *	0.00%	0.00%	0.00%	0.00%
Other	15	8	14	31
% Other *	9.74%	6.11%	9.52%	14.35%
Unknown	1	0	4	3
% Unknown *	0.65%	0.00%	2.72%	1.39%
Gender				
Female	71	68	71	97
Male	83	63	76	119
# of children still in care as of 04-01 of the following year, who were at age <=5 on 3-31 (for CY 2012 as of 3-31-13; for CY 2013 as of 3-31-14; for CY 2014 as of 3-31-15; for CY 2015 as of 3-31-16)				
	138	122	137	198
Race/Ethnicity				
White Non-Hispanic	105	109	97	148
% White Non-Hispanic **	76.09%	89.34%	70.80%	74.75%
African American Non-Hispanic	1	2	4	3
% African American Non-Hispanic **	0.72%	1.64%	2.92%	1.52%
Asian and Pacific	3	0	2	0
% Asian and Pacific **	2.17%	0.00%	1.46%	0.00%
Hispanic	13	4	17	14
% Hispanic **	9.42%	3.28%	12.41%	7.07%
Native American	0	0	0	0
% Native American **	0.00%	0.00%	0.00%	0.00%
Other	6	7	14	30
% Other **	4.35%	5.74%	10.22%	15.15%
Unknown	1	0	3	3
% Unknown **	0.72%	0.00%	2.19%	1.52%
Gender				
Female	66	63	66	89
Male	72	59	71	109

Data Source: Results Oriented Management (ROM), Placement Count report for the Bureau of Child Protective Services, extracted on May 20, 2016. Please note the data source previously used in reporting this was Chapin Hall. NH DCYF no longer has a membership with Chapin Hall. As this data is from an alternative site, the data is extracted differently from the NH SACWIS to the source, causing altered results/numbers. All data in this table was updated from ROM.

* percent is based on number of children still in care as of 04-01 of the following year (for CY 2012 as of 04-01-13; for CY 2013 as of 04-01-14; for CY 2014 as of 04-01-15; for CY 2015 as of 04-01-16) who were at age <=5 when entered care

** percent is based on number of children still in care as of 04-01-2012 (for CY 2012 as of 04-01-13; for CY 2013 as of 04-01-14; for CY 2014 as of 04-01-15; for CY 2015 as of 04-01-16) who were at age <=5 on 03-31 (for CY 2012 as of 03-31-13; for CY 2013 as of 03-31-14; for CY 2014 as of 03-31-15; for CY 2015 as of 03-31-16)

FOSTER CARE PROGRAM

Please refer to the [Foster and Adoptive Parent Licensing, Recruitment, and Retention](#) in Section Two for a further description.

ADOPTION AND POST-ADOPTION SERVICES

Please refer to [Adoption and Post-Adoption Services](#) in Section Two “Service Array” for a further description.

PARENT PARTNER PROGRAM

Please refer to the Division’s [Parent Partner Program](#) in Section Two “Agency Responsiveness to the Community” for a further description.

FAMILY ASSESSMENT AND INCLUSIVE REUNIFICATION (FAIR) PROGRAM

By utilizing Title IV-B Subpart 1 and Subpart 2 funds, the Division for Children, Youth and Families has sustained the Family Assessment Inclusive Reunification program through contracts with six independent Family Assessment Inclusive Reunification Facilitators. The Division for Children, Youth and Families has maintained supervisory responsibility of the Family Assessment Inclusive Reunification program. Having six independent contractors and supervision of the program in the Division for Children, Youth and Families has afforded the Division increased financial flexibility and improved programmatic oversight to sustain the Family Assessment Inclusive Reunification program for the foreseeable future.

Current data pertaining to the Family Assessment Inclusive Reunification Program can be found in Section Two under “[Case Review System](#)”.

Section 5: Consultation and Coordination between States and Tribes

The Division for Children, Youth and Families has continued its commitment to ensure that provisions of the Indian Child Welfare Act (ICWA) are meaningfully followed. According to the 2010 United States Census, the total New Hampshire population was 1,316,470 persons with 0.2 percent of the population reported as American Indian/Alaskan Native. There are more than 565 federally recognized tribes throughout the United States but no tribe has been formally recognized in New Hampshire. While the indigenous people of New Hampshire include Abenaki and Penacook tribes, over 4,000 American Indian/Alaskan Native residents of the state reported tribal affiliations with federally recognized tribes in other states. Many of the neighboring states in New England do have recognized tribes.

CURRENT STATUS AND DATA CONSIDERATIONS

Since 2010, the New Hampshire legislature has continued to support the New Hampshire Commission on Native American Affairs. The purpose is to recognize the historical and cultural contributions of Native Americans to New Hampshire, to promote and strengthen their heritage, and to further address their needs through state policy and programs. The Commission is available to assist Native American groups, organizations, and individuals in New Hampshire with securing social services, education, employment opportunities, health care, housing, cultural opportunities, and census information as available at both the state and federal levels, including assistance in determining eligibility for the Indian Child Welfare Act of 1978, 25 U.S.C. section 1902 et seq.

The Foster Care Manager, whose duties include the State ICWA Management, has worked with the Commission as an important stakeholder when ICWA related policies and procedures for the field have been revised in the past. It is anticipated that the Commission will be open to reviewing and providing input for any further work and accompanying documentation around ICWA provisions. The Foster Care Manager plans to meet with the current chair of the Commission, Liz Charlebois, to discuss other ways the Division and the Commission can collaborate to ensure the safety and well-being of children in New Hampshire with American Indian heritage.

In the past, the Division developed a relationship with the former director of Wijokadoak, Incorporated, a New Hampshire based non-profit social service organization advocating for individuals who are of Abenaki and other tribal descent. The director, who was also a key member of the Commission, made herself available to consult in the development of the training

curriculum and specific materials and training goals regarding the Indian Child Welfare Act. As a result of this partnership, staff training on ICWA was incorporated into the Division's New Employee Core Training Curriculum for Cultural Competency. A review of this curriculum is overdue.

DCYF policy Item 1510 reinforces the use of case-planning documents that are completed at the time of assessment to ensure the continued compliance with Indian Child Welfare Act. The policy outlines the steps a worker should take when a child is or maybe a member of a federally registered tribe. The Family Inquiry Tool, known as "FIT", which is used to assist in searching for relatives who might act as resources to a child and family includes asking the relative if they have any Native American heritage.

The ability to check up to date data on children in placement through Results Oriented Management (ROM) has proved an invaluable tool in keeping current on the numbers of children in care who are of American Indian heritage. At the present time, there are four children in care through Child Protective Services who are reported as both white and American Indian/Alaskan Native and one who is identified as just American Indian. There is also one youth who is reported as American Indian/Native Alaskan who is in care as a result of involvement with Juvenile Justice Services. In the past year, youth involved with Juvenile Justice in the Manchester District Office were members of the First Nation Mi'kmaq tribe located in Prince Edward Island, Canada. The Foster Care Manager reached out to the parents of these youth and discussed the ICWA guidelines and support that may be available through the tribe. The parents reported that the youth were in care as a result of their delinquent behavior and were quickly working towards reunification. The parents were very comfortable with and appreciative of the services and support provided by the JPPO.

Five Year Vision and Goals

The Bureau of Indian Affairs (BIA) issued new practice guidelines in 2015 to assist states and tribes in a more accurate interpretation of the Act. The Division plans use the guidelines to enhance the current policies by including a tracking procedure to ensure that appropriate steps are taken to ensure compliance with ICWA provisions. The Division, in collaboration with its contracted training providers, will review Core training to ensure that the curriculum is up-to-date and meaningful. The curriculum will be shared with the Commission on Native American Affairs for their review and input. Refresher training will be made available to staff at district offices on an as needed basis. Proposed federal regulation to make amendments to the AFCARS reporting system was published following the release of these guidelines. The amendments require states to collect and report additional data elements in relation to the Act and have been circulated for comment. The Foster Care Manager and Bridges staff will need to review current processes to ensure this data is collected and reported.

Standardized form inquiry and notification letters will be developed to ensure that communication with Tribes and/or the Bureau of Indian Affairs follows all ICWA Protocols while protecting the confidentiality of the family's involvement with the Child Welfare System.

The Foster Care Manager will continue to participate in monthly conference calls with the State ICWA Managers. Through this participation the Division can connect with other states about Indian Child Welfare Act issues such as programs for monitoring compliance, training models that other states have developed, accepted documentation, and specific case related issues.

New Hampshire will continue to be diligent in its efforts to identify and verify the ethnicity of all children receiving Division for Children, Youth and Families' Services and to follow the mandates of ICWA.

Section 6: Chafee Foster Care Independence Program

AGENCY ADMINISTERING CHAFEE FOSTER CARE INDEPENDENCE PROGRAM (CFCIP)

The Adolescent Program is overseen and administered by the New Hampshire Division for Children, Youth and Families' (DCYF) Adolescent Program Specialist. The Division is committed to best practice in meeting the needs of youth and will cooperate fully in any and all national evaluations of the effects of the programs in achieving the purposes of Chafee Foster Care Independence Program. The Division for Children, Youth and Families is a State Administered Agency and access to Chafee Foster Care Independence Program and Education and Training Vouchers funds is universally available across the State. Adolescent Workers with specialized training in adult living preparation, positive youth development and teen services are located in each district office. They provide case management for youth in out-of-home placement, consultation to other Child Protection staff working with this population and oversee the dissemination of Chafee Foster Care Independence Program and Education and Training Voucher (ETV) funds to qualified youth.

PROGRAM DESIGN AND DELIVERY

Meeting the Eight Chafee Foster Care Independence Program Purposes:

Current and former youth in Division for Children, Youth and Families out-of-home care from the ages of fourteen through twenty are served through the Division's Adolescent Program. This program makes certain these youth obtain the preparation, resources, and positive youth development they need to establish connections with caring adults and become healthy, self-sufficient, and successful adults. Adolescent Workers provide case management for youth in out-of-home placement, consultation to other Child Protective Services staff working with this population, and oversee the dissemination of Chafee Foster Care Independence Program and Education and Training Voucher funds to qualified youth. In addition, the Division offers services to young adults as they leave out-of-home placement, including assistance with post-secondary expenses, housing expenses, and other self-sufficiency needs.

There are five main components of the Adolescent Program:

1. The Adult Living Preparation Process (required for youth fourteen to twenty in foster care);

2. New Hampshire Teen Responsibility and Independent Living Skills (TRAILS) (required for youth sixteen through twenty in foster care.) It has recently been updated to include new subjects and more online learning);
3. Youth Advisory Board (serves youth ages fourteen to twenty in foster care and interested former youth in care from the age of eighteen and beyond);
4. Teen Conference (serves youth ages fourteen to twenty in foster care and interested former youth in care from the age of eighteen and beyond), and
5. Aftercare Services (serves former youth in care from eighteen through twenty-two including those youth who left foster care for adoption or guardianship at the age of sixteen.) Aftercare Services includes the dissemination of Education and Training Voucher funds to eligible youth.

Additional services include:

- Youth Action Pool (serves youth ages fourteen to twenty in foster care and interested former youth in care from the age of eighteen and beyond);
- Public Achievement (serves residents of the Sununu Youth Services Center (SYSC) ages fourteen to seventeen);
- Tuition Waiver for Foster and Adopted Children Program (serves former youth in care ages eighteen through twenty-two), and
- Extended Care Services (serves former youth in care ages eighteen to twenty).

UPDATES SINCE 2016 APSR SUBMISSION:

New Hampshire TRAILS

The New Hampshire Teen Responsibility and Independent Living Skills curriculum has been updated. This process resulted in several changes including the vast role of the Internet and cell phones, the role of social media in the lives of youth, how to be aware of and avoid Human Trafficking, a whole new section on Teen Parenting as well as other resources to teach adult living skills such as YouTube, interactive and informative website, and TEDTALKS. The revised curriculum will be taught to caregivers starting in June 2016.

Youth Advisory Board

Please refer to the [New Hampshire Youth Voices](#) in Section Two “Agency Responsiveness to the Community” for further description.

Youth Action Pool

Please refer to the [Youth Action Pool](#) in Section Two “Agency Responsiveness to the Community” for further description.

Public Achievement

Public Achievement, which is led by undergraduate students from St. Anselm College who act as coaches, is a youth civic engagement initiative focused on the most basic concepts of citizenship, democracy, and public work. Public Achievement draws on the talents and desires of youth to build a better world and create a different kind of politics. Accomplishments this past year included working with dining services at the Sununu Youth Services Center (SYSC) to make some changes in the meals as indicated by a survey of their peers. The youth also established a partnership with a local college. The focus of the partnership is to increase opportunities for Sununu Youth Services Center youth to participate in college activities to prepare them for community reintegration while familiarizing them with college experience.

Annual Teen Conference

Each year the Adolescent Program and New Hampshire Youth Voices host a conference for teens in out-of-home placement. Over a hundred youth and over a hundred staff and caregivers participated in the 11th Annual Teen Conference that was held on August 6,, 2015 at Manchester Community College. This year’s event will be on August 11, 2016 at Southern New Hampshire University.

Youth Connections Scale

New Hampshire DCYF has been piloting the use of the Youth Connections Scale (YCS) at the Sununu Youth Services Center (SYSC). The Youth Connections Scale was developed by the Center for Advanced Studies in Child Welfare (CASCW) at the University of Minnesota in partnership with [Anu Family Services](#). The tool is designed to “improve the relational permanence of youth in foster care,” (Retrieved from <http://cascw.umn.edu/portfolio-items/ycs/in>).

The Permanency Unit at Sununu Youth Services Center has used the tool along with the Foster Club Permanency Pact on several high risk permanency cases. The tool has proved to be helpful in quantifying the amount of connections that a youth has as well as evaluating the strength of those connections. This has allowed staff to target areas where connections are few or need to be bolstered. This piloting will continue in State Fiscal Year 2017.

Aftercare Services

Aftercare Services is a voluntary program that provides continued case management, future planning, and limited financial assistance, including room and board, to former youth in care

pursuing educational, employment, housing, and other goals. Young adults receiving Division for Children, Youth and Families, Aftercare Services may receive Chafee and/or Education and Training Voucher (ETV) funds depending on their eligibility status. Forty-six youth received at least one paid aftercare service in State Fiscal Year 2016.

Tuition Waiver for Foster and Adopted Children Program

The Tuition Waiver for Foster and Adopted Children Program has greatly enhanced the ability of youth in care of going on to college. The program provides up to twenty tuition and fee waivers per year to New Hampshire State Schools for youth formerly in out-of-home placement through the New Hampshire Division for Children, Youth and Families. Twenty youth received tuition waivers during State Fiscal Year 2016. Additional information on this program can be found in the [Education and Training Voucher Program](#) section featured later in this report.

DIVISION FOR CHILDREN, YOUTH AND FAMILIES ADOLESCENT PROGRAM GOALS AND OBJECTIVES 2015-2019

GOAL A. ENSURE THAT ALL YOUTH IN CARE LEARN, PRACTICE AND REFINE THE SKILLS NEEDED FOR ADULTHOOD

Objective 1: In collaboration with the Division for Children, Youth and Families' New Hampshire Teen Voices Advisory Board the current adult living preparation process and related policies will be reviewed and updated as necessary. (Year One)

A subcommittee of Adolescent Workers has proposed a series of changes to the current Adult Living Preparation process. These changes will now be evaluated by the Youth Advisory Board, the rest of the Adolescent Workers and representatives from residential facilities and foster care.

Objective 2: Make the Casey Life Skills Assessment (CLSA) the assessment used in the Adult Living Preparation process. (Year One)

Completed: The CLSA is now used to assess adult living skills by the residential programs, foster and relative homes.

Objective 3: Update the current adult living skills curriculum (New Hampshire Teen Responsibility and Independent Living Skills (TRAILS)) to include managing technology and social networking and to make it significantly more "hands on". (Year One)

Completed: A revised version of this curriculum will be utilized to train foster parents and residential staff starting in June 2016. Additional changes will continue to be made as needed.

Objective 4: Update the trainer's guide for the current adult living skills curriculum (New Hampshire TRAILS) to make it applicable for younger youth age thirteen to fifteen years old. (Year One)

It has been decided that since most of the material in New Hampshire Teen Responsibility and Independent Living Skills is geared towards older youth that the training will be targeted towards youth age sixteen and older. Instructions for trainers will be included in a separate version of the New Hampshire TRAILS curriculum.

Objective 5: Share "Ready Set Fly" and other applicable resources with foster and relative caregivers as a way for them to increase hands on learning of adult living skills with the children and youth in their care. (Year Two)

Completed: This information was sent to the Foster Care Program Specialist and it will also be included as part of the revised New Hampshire Teen Responsibility and Independent Living Skills curriculum. There it will be accessible to foster and adoptive parents who do New Hampshire TRAILS with youth in their care.

GOAL B. ENSURE THAT ALL YOUTH IN CARE RECEIVE THE EDUCATION, TRAINING AND SERVICES NECESSARY TO OBTAIN EMPLOYMENT AND ESTABLISH A CAREER PATH

OBJECTIVE 1: Establish a partnership with the new Job Corps site currently being built in Manchester, New Hampshire in order to maximize utilization by current and former DCYF youth including youth from the Sununu Youth Services Center (SYSC). (Year Two)

Completed: The New Hampshire Job Corps site in Manchester, New Hampshire opened in October 2015. The DCYF Adolescent Program Specialist met with center representatives to learn more about the program in order to optimize utilization by youth in care. Job Corps representatives have made presentations to the DCYF Supervisors, specific DCYF District Offices and youth and staff at the SYSC. The DCYF Adolescent Program Specialist has personally taken over fifteen youth on a tour of the facility and assisted them in applying for admission. Several DCYF involved youth are currently in the program with others waiting for acceptance. Job Corps has been invited to participate in the year's DCYF Teen Conference as a way to further educate DCYF youth and their caregivers about the program.

OBJECTIVE 2: Increase the familiarity of youth in care with the employment resources and assistance available through [New Hampshire Works](#) by having each district office sponsor a field trip to their local New Hampshire Works. (Year Two)

Ongoing: DCYF District Offices have taken individual youth to the New Hampshire Works. This continues to be recommended by the Adolescent Workers to Child Protection and Juvenile Justice staff as a way to familiarize their youth with available services. New Hampshire Works will be invited to have a resource table at this year's DCYF Teen Conference.

OBJECTIVE 3: Require that all youth in care have a career assessment as part of the Adult Living Preparation process and are provided with the assistance needed to explore identified career interests. (Year Two)

Partially Completed: This is currently being done for all youth, involved with the Division, that are placed in a residential placement. This is now a required part of the residential certification rules. Getting it completed for youth in foster and relative placement is still an ongoing process.

OBJECTIVE 4: Through the Youth Vision partnership create opportunities for youth to connect with individuals in their career field of interest and do informational interviewing, job shadowing and volunteering. (Year Three)

This will be explored more fully in the upcoming year. The DCYF Adolescent Program Specialist will ensure that this strategy is included in the soon to be created "Permanency Toolbox" that will be available for DCYF staff and unveiled in an upcoming permanency training on July 27-28, 2016. It will be presented as another way for youth to make positive connections to strengthen their network of support and enhance their overall permanency.

OBJECTIVE 5: Explore having delinquent youth perform their community service for an individual or company that is in a career field of interest. (Year Three)

This will be explored during the next year.

GOAL C. [YOUTH IN CARE WILL UNDERSTAND THEIR RIGHTS AND BE AWARE OF THE ASSISTANCE AVAILABLE TO THEM THROUGH THE DIVISION FOR CHILDREN, YOUTH AND FAMILIES ADOLESCENT PROGRAM](#)

OBJECTIVE 1: Complete the New Hampshire Youth in Care Bill of Rights policy and ensure the document is provided to all youth in care who are age appropriate. (Year One)

Completed: The New Hampshire Youth in Care Bill of Rights is now being handed out to all DCYF youth placed in foster, relative, residential, and shelter care who are twelve years of age or older.

OBJECTIVE 2: Collaborate with the Youth Advisory Board to create a way to provide information to youth entering foster care about the Division and the resources and opportunities available to them through the Adolescent Program. (Year One)

Completed: There is a link to the both the New Hampshire Youth Voices Facebook page and the DCYF Adolescent Program website in the Bill of Rights. In addition this information is also included in the revamped edition of New Hampshire Teen Responsibility and Independent Living Skills (TRAILS). The Adolescent Program will continue to explore ways that youth can obtain this information if they do not have access to the internet or are not using New Hampshire TRAILS.

OBJECTIVE 3: Adolescent Workers will attend local foster parent association meetings and the Adolescent Program will provide regular updates to the foster and adoptive parent newsletter in order to update foster parents on the support, resources and opportunities available through the Division's Adolescent Program. (Ongoing)

This continues to occur on an ongoing basis.

GOAL D. THE OPPORTUNITIES FOR YOUTH IN CARE TO PARTICIPATE IN NORMAL AND AGE APPROPRIATE ACTIVITIES CONSISTENT WITH THEIR AGE AND DEVELOPMENTAL ABILITY WILL BE EXPANDED

OBJECTIVE 1: Add a teen dance to the annual teen conference. (Year Two)

There have been several discussions about whether the annual teen conference is the best venue for a dance given all the other activities already going on and the overall length of the day (ten hours) not including travel. This idea has been tabled for now but a dance is being considered by some of the residential treatment programs that care for DCYF involved youth. Two programs have begun preliminary discussions about coming together and having a dance at one of their sites. The DCYF Adolescent Program Specialist has been in contact with the person spearheading this effort and has offered to support this event to the fullest extent possible. Lessons learned from this event will inform the decision of holding it at a future teen conference, on another day or continuing to do it at the residential level.

OBJECTIVE 2: If funding will allow expand the teen conference to overnight so that youth can get a chance to experience staying in a college dorm. (Year Four)

This will be considered for the conference in 2018.

OBJECTIVE 3: Explore ways to increase the number of residential and foster care providers that receive the newly created normalcy training. (Year Three)

This will be explored further in the coming year. Forty-six people took the training in 2014 and 2015. Nineteen have taken it so far this year. The Adolescent Program will promote the training at the aforementioned quarterly meetings with the residential treatment programs.

GOAL E. CREATE INCREASED ACCESS TO HOUSING OPTIONS FOR APPLA AND OTHER DIVISION FOR CHILDREN, YOUTH AND FAMILIES YOUTH IN NEED

OBJECTIVE 1: Continue collaborating with the Homeless Teen Task Force to leverage federal and state resources to aid homeless youth. (Ongoing)

The Division for Children, Youth and Families continues to have representation on this committee.

OBJECTIVE 2: Strengthen the Division's connection with existing Transitional Living Programs (TLPs) and the [Bureau of Homeless and Housing](#) (BHHS) by meeting with the programs annually. (Ongoing)

The Division for Children, Youth and Families continues to maintain ongoing communication with these agencies. The program director from the Child and Family Services (CFS) Transitional Living Program made a presentation on available services to a group of Adolescent Workers and Juvenile Justice staff on May 25, 2016 and has been in communication with the DCYF Adolescent Program Specialist on specific ways the two agencies can partner to better meet the needs of the shared population. CFS has agreed to share information about safe housing alternatives with DCYF so as to better inform youth about housing options when the Transitional Living Programs are full. Child and Family Services is now coming in regularly to the Sununu Youth Services Center to educate interested residents about the program and initiate the application process.

The DCYF Adolescent Program Specialist is now a part of the Education Subcommittee which is part of the DHHS Bureau of Homeless and Housing Service array of housing focused subcommittees.

OBJECTIVE 3: Develop a separate section on housing options on the Adolescent Program website and the New Hampshire Teen Voices Facebook page. (Year one)

Completed: Information on housing options and homeless support resources are available on the [Adolescent Program website](#) and New Hampshire Youth Voices Facebook page.

OBJECTIVE 4: Reinstitute the listing of current and former foster parents and landlords willing to provide housing for former youth in care now homeless. (Year two)

While there is no longer a statewide list, the DCYF District Offices have their own list of individuals willing to assist homeless youth. The DCYF Adolescent Program Specialist is working with the Director of the Child and Family Services Transitional Living Program to get information about safe and suggested rooming houses and landlords for youth in need of housing.

GOAL F. PROVIDE PERSONAL AND EMOTIONAL SUPPORT TO YOUTH AGING OUT OF FOSTER CARE THROUGH MENTORS AND THE PROMOTION OF INTERACTIONS WITH DEDICATED ADULTS

OBJECTIVE 1: Collaborate with Leadership New Hampshire to develop a mentor program for youth involved with the Division. (Year one)

As of the last report, this objective was reported as completed as DCYF had assisted Leadership New Hampshire in creating program guidelines including a screening process to ensure mentee safety. After not hearing back from the program contact for several months the DCYF Adolescent Program Specialist has reached out to them and is again awaiting receipt of program guidelines before moving forward.

OBJECTIVE 2: Require completion of the Foster Club Permanency Pact for all youth with a plan of APPLA within thirty days of turning seventeen years of age. (Year two)

The Permanency Pact continues to be used in both Child Protective and Juvenile Justice Practice. It is going to be included in the “Permanency Toolbox” as part of an upcoming permanency training on June 27-28, 2016. The pact is also now being used regularly as a tool to locate a “Primary Caring Adult” as part of the new APPLA protocols that govern all child protection cases since December 2015. The Adolescent Program will continue to explore ways to make the form a part of division policy.

OBJECTIVE 3: Create a youth contact sheet modeled on the family inquiry tool. (Year two)

In Process: Beginning in March 2016 DCYF has been partnering with Casey Family Programs and 3P Consulting LLC to further develop and implement

promising permanency practices within the Sununu Youth Services Center (SYSC) and Juvenile Justice Field Services. As part of this process the current youth contact sheet is being analyzed for ways to include a more permanency focused approach.

OBJECTIVE 4: Explore the recruitment of foster parents interested in caring for older youth and teaching them adult living skills. (Year two)

In Process: This is being done on a case by case basis for older youth that need these skills.

GOAL G. INCREASE THE INTEGRATION OF THE ADULT LIVING PREPARATION PROCESS INTO THE CASE PLAN AND DEVELOP CONSISTENT EXPECTATIONS AND STANDARDS

OBJECTIVE 1: To evaluate the way that each office is currently integrating the Adult Living Preparation process into the case plan and develop consistent expectations and standards. (Year two)

This topic has been and will continue to be discussed at Adolescent Program meetings as a way to ensure consistency in practice.

OBJECTIVE 2: To explore the utilization of Solution Based Case Planning (SBC) for APPLA youth to include Individual Level Objectives (ILOs) and Family Level Objectives (FLOs) specific to adult living preparation and normalcy. (Year two)

This topic will be explored this coming year.

OBJECTIVE 3: To create a process so youth may obtain information about their family of origin's medical history and ensure that this happens prior to discharge. (Year two)

Partially Completed: The Adolescent Program has obtained information regarding what health data is important for the youth to have concerning their biological family. This information will be shared with the Adolescent Program staff.

GOAL H. THE EXPERIENCE, SKILLS AND ABILITIES OF FORMER YOUTH WILL BE UTILIZED TO POSITIVELY IMPACT BOTH CURRENT YOUTH IN CARE AND DIVISION FOR CHILDREN, YOUTH AND FAMILIES PRACTICE WITH ADOLESCENTS

OBJECTIVE 1: The University of New Hampshire Center for Professional Excellence shall take over management of the Youth Action Pool and provide

members with the knowledge, skills and abilities to conduct presentations for staff and stakeholders focused on improving adolescent practice. (Year 1)

Completed: Please see prior section for the latest update on the [Youth Action Pool](#).

OBJECTIVE 2: Explore a partnership with another institution or agency to enhance the facilitation of the New Hampshire Youth Voices Advisory Board. (Ongoing)

This continues to occur. The DCYF Adolescent Program Specialist is currently working on collaboration with an agency called [Thrive Outdoors](#) as a way to provide outdoor activities for the board.

GOAL I. ENSURE THAT AGING OUT YOUTH ARE READY TO TRANSITION FROM CARE BACK INTO THEIR HOME COMMUNITY

OBJECTIVE 1: Change the 90-Day Youth Transition Meeting Checklist to require that all youth leave care with their social security card, an original birth certificate and a non-driver ID. (Year 1)

Completed: The changes have been made.

OBJECTIVE 2: Change the 90-Day Youth Transition Meeting Checklist to include an explanation of the newly expanded New Hampshire Medicaid health insurance option for youth aging out of care. (Year 1)

Completed: The changes have been made.

OBJECTIVE 3: Change current policy so that the initial 90-Day Youth Transition Meeting occurs earlier for child protection involved youth and again prior to exit giving the youth and staff more time to prepare and finalize the youth's transition. (Year two)

This change is still under discussion and will be decided on this coming year.

OBJECTIVE 4: Expand the utilization of the 90-Day Youth Transition Meeting prior to the discharge of Juvenile Justice involved youth. (Year two)

Completed: Juvenile Justice involved youth with a plan of APPLA are now having 90-Day Youth Transition Meetings.

GOAL J. PROVIDE FINANCIAL, HOUSING, COUNSELING, EMPLOYMENT, EDUCATION AND OTHER APPROPRIATE SUPPORT AND SERVICES TO FORMER FOSTER CARE RECIPIENTS BETWEEN EIGHTEEN AND TWENTY-ONE YEARS OF AGE TO COMPLEMENT THEIR OWN EFFORTS TO ACHIEVE SELF-SUFFICIENCY AND TO ASSURE THAT PROGRAM PARTICIPANTS RECOGNIZE AND ACCEPT THEIR PERSONAL RESPONSIBILITY FOR PREPARING FOR AND MAKING THE TRANSITION INTO ADULTHOOD.

OBJECTIVE 1: Continue to ensure that all eligible youth are informed about the Division for Children, Youth and Families' Aftercare Services prior to exiting care. (Ongoing)

This continues to occur. See previous section on the [Division for Children, Youth and Families' Aftercare Services](#).

OBJECTIVE 2: Continue to provide Division for Children, Youth and Families' Aftercare Services to all participating youth. (Ongoing)

This continues to occur. See previous section on the Division for Children, Youth and Families' Aftercare Services.

OBJECTIVE 3: Continue to utilize any and all search and connection tools including website, social networking sites, newsletter, adult living training opportunities to connect youth in need with the Division for Children, Youth and Families' Aftercare Services. (Ongoing)

This continues to occur. See previous section on the Division for Children, Youth and Families' Aftercare Services.

GOAL K. INCREASE THE AMOUNT OF FORMER YOUTH IN CARE THAT PARTICIPATE AND COMPLETE POST-SECONDARY EDUCATION PROGRAMS

OBJECTIVE 1: The Division for Children, Youth and Families will continue to ensure that all eligible youth are informed about the Education and Training Vouchers (ETV) that are available through Aftercare Services as well as the Tuition Waiver for Foster and Adopted Children Program prior to exiting care. (Ongoing)

This continues to occur. See later section on the [Education and Training Voucher Program](#).

OBJECTIVE 2: The Division for Children, Youth and Families will continue to work in partnership with the New Hampshire Higher Education Assistance Foundation (NHHEAF) to provide ongoing training and support for youth, staff and caregivers regarding the college selection, admissions and financial aid process. (Ongoing)

Ongoing: This continues to occur. See later section on Collaboration with other Private and Public Agencies.

OBJECTIVE 3: DCYF shall ensure that all youth leaving care that have graduated from high school or obtained their high school equivalency diploma (GED® or HiSET) shall be provided with a letter verifying their status as having been in foster care. (Year two)

Partially Completed: The Adolescent Program has requested that this form be included on the case closing checklist. It should be used for all youth age thirteen or older to ensure that they receive the information prior to exiting care. It will also be added to the DCYF Adolescent Program website so that if a youth loses the form it would still be accessible there.

OBJECTIVE 4: DCYF will work with the University System of New Hampshire and the Community College System of New Hampshire to obtain data on levels of educational achievement for youth who received the tuition waiver. (Year two)

In Process: DCYF completed a spreadsheet of all the youth that have received a tuition waiver since the program started in 2008. This information was sent out to both college systems in November 2015. Both college systems are currently evaluating their ability to provide this information.

OBJECTIVE 5: DCYF will work with the University System of New Hampshire and the Community College System of New Hampshire to ensure that all DCYF youth entering college are aware of and have the opportunity to connect with any and all available support services on campus. (Year two)

Completed and Ongoing: DCYF was part of a group that helped to create a Single Point of Contact (SPOC) in many New Hampshire colleges. The SPOC is available for homeless youth or former youth to guide them in accessing the resources they need to succeed. The New Hampshire Higher Education Resource Guide 2014 contains the names and contacts of these individuals and it has been distributed to DCYF staff. Plymouth State University usually has the largest number of former DCYF youth in care attending on an annual basis. The DCYF Adolescent Program Specialist will meet with the head of Student Affairs at Plymouth State University on June 22, 2016 and establish a plan as to how DCYF youth coming to Plymouth can be more aware of and better access support services at Plymouth.

OBJECTIVE 6: DCYF will work with the University System of New Hampshire and the Community College System of New Hampshire to create opportunities for DCYF alumni attending college to meet incoming youth also formerly involved

with DCYF and to assist them in getting comfortable in their new surroundings. (Year three)

Ongoing: This is already underway with Plymouth State University (PSU) where for the past two years current and former youth in care have connected with each other while doing panel presentations about the challenges of transitioning from in care to in college for the administration. Current Plymouth State University students who were in care will be meeting with incoming students who were also former youth in the fall.

GOAL L. DIVISION FOR CHILDREN, YOUTH AND FAMILIES STAFF AND OTHER PROFESSIONALS WORKING WITH YOUTH IN CARE WILL RECEIVE SPECIALIZED TRAINING FOCUSED ON THE LATEST AND MOST EFFECTIVE STRATEGIES FOR WORKING WITH THIS POPULATION

OBJECTIVE 1: Complete a training series with the University of New Hampshire (UNH) Bureau of Staff Development and Training specifically for DCYF staff working with adolescent clients. (Year two)

Completed: This was not done through UNH; however, it was accomplished through the three day *Youth Thrive* training referenced in the upcoming section on training that eight Adolescent Program staff attended.

OBJECTIVE 2: Revise the current Adolescent Toolbox training by including, policy, practice, and resource changes. (Year two)

Completed: This training is now fully up to date and in step with current practice.

OBJECTIVE 3: Create an overview of National Youth in Transition Database training for newly hired DCYF Child Protection staff. (Year two)

Partially Completed: The Adolescent Workers regularly train Child Protective and Juvenile Justice staff on National Youth in Transition Database. It is also included in the above mentioned Adolescent Toolbox training. The Adolescent Program will work with the training unit to establish a stand-alone training.

GOAL M. THE DIVISION FOR CHILDREN, YOUTH AND FAMILIES ADOLESCENT PROGRAM WILL INCREASE THE USE OF DATA TO IMPROVE ADOLESCENT PRACTICE

OBJECTIVE 1: To utilize National Youth in Transition Database data from both the served and surveyed populations to ensure equality of access to independent living skills across the state and best practice in the areas of education, employment, housing and well-being. (Year one)

Ongoing: The Division for Children, Youth and Families' Adolescent Program has continued to work with a professor from the University of New Hampshire to analyze outcomes information from the surveyed population. On May 25, 2016 the DCYF Adolescent Program Specialist presented National Youth in Transition data to a stakeholder group featuring DCYF staff and residential treatment providers to get their reaction and any input to improve practice. Another presentation will be provided to the Youth Advisory Board and then DCYF leadership in the fall.

The Division for Children, Youth and Families continues to run monthly queries detailing all youth that receive a National Youth in Transition Database service. The DCYF Adolescent Program Specialist has had ongoing discussions with representatives from the Division for Children, Youth and Families' Bureau of Organizational Learning and Quality Improvement to analyze this information to ensure equal access across the state.

OBJECTIVE 2: To gather and analyze data from the two current APPLA Workers related to permanency, connections to caring adults, adult living preparation and post care housing options to measure their impact and explore possible expansion of these positions. (Year one)

Completed: There is only one APPLA Worker. The DCYF Adolescent Program Specialist continues to follow the impact of their involvement on the cases they are working with. This includes tracking key permanency factors such as Legal Permanency, Family Connections and a Place to Live, as well as others. This information will continue to be used to evaluate this position's impact on permanency and possible expansion of this position.

OBJECTIVE 3: To establish an exit survey to be administered to youth who age out of care and to use data collected to target the Adolescent Program and other Division resources. (Year one)

Partially Completed: An exit survey has been provided to youth from North Country District Offices as a pilot. Initial youth response to the survey is currently being evaluated.

PLANNED ACTIVITIES FOR FY 2017

The Division for Children, Youth and Families' Adolescent Program will continue to offer all of the services indicated in the above mentioned [Program and Delivery](#) section.

The Division for Children, Youth and Families will work on all the Adolescent Program goals and objectives that have not yet been achieved. In addition DCYF will utilize Chafee funds to

partner with Thrive Outdoors and Keep Sound Minds to offer additional opportunities for youth to participate in age and developmentally appropriate activities. More information on this partnership can be found at the end of the section below.

Opportunities for “Age or Developmentally-Appropriate” Activities

The New Hampshire Division for Children, Youth and Families continues to support and promote normalcy including youth participation in age or developmentally appropriate activities.

New Hampshire’s Youth in Care Bill of Rights that was finalized this past year and is now being distributed contains a specific section focused on normalcy and that part is below:

- To be able to participate in “normal” activities consistent with your age and developmental level, unless restricted by your treatment plan or case plan; and
- To advocate to appropriately use technology; such as social networking sites and cell phones, based on your level of maturity and responsibility and taking into account the environment in which you are living, the support of your treatment team and your ability to maintain privileges.

The residential treatment facilities that care for DCYF involved youth are required by the Residential Certification rules to provide:

- Age and developmentally appropriate opportunities and activities that positively support the education, physical, intellectual and social needs of children within the residential treatment program and community, and to utilize; and
- Positive youth development techniques that emphasize providing services and opportunities to support youth in developing a sense of competence, usefulness, belonging, and empowerment.

The facilities do this by connecting youth with opportunities to play sports, work and attend outside social events while in placement. Many of the facilities also have their own social events while others make sure that residents are able to attend events at their school or in their community. This includes an annual prom at one of the intensive level facilities. The majority of programs continue to use an individualized approach of behavior management rather than the traditional points and level system.

Questions from the normalcy survey continue to be utilized in the two-year site review process that all the residential facilities in New Hampshire must undergo in order to care for the Division’s youth. The site review findings are discussed with the residential facilities in a closing meeting; recommendations for advancing normalcy practices are made at that meeting and included in a final report.

The Division's annual teen conference continues to be an opportunity for youth to meet on a college campus and participate in both educational and unstructured activities including a fair and talent show. During the fair youth are able to utilize the photo booth where they can take photos with their friends and leave with them. At this year's event on the Division hopes to approve the New England Youth Coalition's Normalcy Bill of Rights.

The New Hampshire Youth Voices Facebook page that is managed by a former youth in care continues to be a great way for current and former youth in care to stay connected with each other and with the resources and opportunities offered by the Adolescent Program. This will continue in FY 2017.

On April 29, 2016 a group of current and former youth in care along with two DCYF staff participated in a hike led by two non-profit organizations, Thrive Outdoors and [Keep Sound Minds](#). The youth had a great chance to socialize, connect with peers and be inspired. There were also career/ job networking opportunities. DCYF is going to work with these organizations in FY 2017 to help bring more opportunities for youth to come together in a similar fashion. Thrive Outdoors will be providing a workshop at the teen conference and helping to lead a hike of Youth Advisory Board members this fall.

As stated previously, two of the residential treatment programs that care for New Hampshire DCYF youth are working on a collaborative effort to sponsor a dance for their residents. The DCYF Adolescent Program Specialist has offered to assist in that undertaking that will occur in FY 2017.

The Adolescent Program is excited to participate in the upcoming "[Building Capacity to Address Sex Trafficking and Normalcy](#)," virtual conference through the Child Welfare Capacity Building Collaborative on July 13, 2016. This is a great opportunity to further develop youth-centered policies and practices related to normalcy.

Policies and Practices to Support or Affirm Sexual Orientation or Gender Identities of DCYF Involved Youth

The New Hampshire Division, for Children, Youth and Families has focused on educating staff and providers on this important aspect of Division practice. This has included the Youth in Care Bill of Rights, conducting trainings, attending trainings, and providing educational materials.

The Youth in Care Bill of Rights states that DCYF youth in care are to be:

- "Treated with courtesy and respect by DCYF staff, foster parents, residential staff, and providers without regard to race, ethnicity, sexual orientation, gender identity, religion, and/or disability."

At this year's teen conference there will be at least one resource table for Lesbian, Gay Bisexual, Transgender and Questioning (LGBTQ) youth and the Division will also make sure to feature

some overt symbol that all youth are accepted. The Division will also ensure that the Facebook page is equally welcoming.

Granite State College (GSC) which is DCYF's contracted training provider for foster and residential caregivers has been running a training the past year and a half called *Beyond Acceptance: Helping LGBTQ Youth Thrive*.

The residential providers that care for DCYF youth have been having ongoing practice discussions about Transgender Youth. This has included the distribution of educational materials on this topic including: "*Getting Down to Basics Tools to Support LGBTQ Youth in Care*" by the Child Welfare League of America and Lambda Legal and "*Recommended Practices to Promote the Safety and Well-Being of LGBTQ Youth*" and "*Youth at Risk of or Living with HIV in Child Welfare Settings*" by Child Welfare League of America.

On May 25, 2016, The DCYF Adolescent Program provided a group of residential providers with *A Guide for Understanding, Supporting, and Affirming LGTBQI2-S Children, Youth and Families*. This excellent resource was also distributed to DCYF staff and is part of a resource library on the New Hampshire Department of Human Services Intranet.

On June 13, 2016, DCYF is offering a training entitled *Working with Transgendered Youth in Care*.

The Adolescent Program will be participating in the upcoming Supporting and Affirming LGBTQ Children and Youth Webinar on June 16, 2016 to learn more about supporting this population.

National Youth in Transition Database (NYTD)

The New Hampshire DCYF continues to share National Youth in Transition Database data with a professor from the University of New Hampshire. The purpose is to analyze the Division's National Youth in Transition Database data in an effort to learn from it and use it to strengthen the Division's adolescent practices. This collaboration resulted in the data from the first cohort of National Youth in Transition Database youth (2010- 2015) being put together in a format similar to National Youth in Transition Database brief #4 Comparing Outcomes Reported by Young People at Ages seventeen and nineteen in National Youth in Transition Database Cohort One. On May 27, 2015, outcomes from this report were presented to the [Youth Advisory Board](#) and their adult supporters for their reaction and recommendations.

A DCYF intern through the University of New Hampshire recently added in the data from the twenty-one year olds to complete the data set from Cohort One. On May 25, 2016, the Adolescent Program presented this data to the DCYF Adolescent Workers along with a group of residential providers. A similar presentation will be provided to the [Youth Advisory Board](#) and the DCYF Leadership team later this year.

The Division for Children, Youth and Families continues to run monthly queries detailing all youth that receive a National Youth in Transition Database service. There have been ongoing discussions with representatives from the Bureau of Organizational Learning and Quality Improvement to analyze this information to ensure equal access across the state.

Since the inception of National Youth in Transition Database the Division has worked to improve data collection. This has included training new staff and ongoing training for existing staff, as needed, regarding recording independent living services for the served population and surveys for the baseline and follow-up populations. The Adolescent Program Specialist has provided refresher trainings to Division Supervisors in advance of each survey period for the follow-up populations. The Adolescent Workers have followed this up with presentations to staff in their district offices. The Division has employed several successful strategies to maximize data collection from youth that have left care. This has included maintaining monthly contact with these youth and providing various incentives such as gift cards and entrance into a drawing for a laptop.

Involving Youth/Young Adults and Coordination of Services

Current and former youth in care have continued to provide input to Granite State College in regards to the revising of the New Hampshire Teen Responsibility and Independent Living Skills (TRAILS) curriculum. This has resulted in the revised curriculum shifting to less of a book-based program to being more experiential and utilizing new learning methods made available through the internet. In addition there is now a whole new section on pregnancy and parenting.

Another major undertaking that continues to progress is the review and eventual revision of the Adult Living Preparation Process (ALPP). The Division's Youth Advisory Board has been a key player in this retooling process by indicating what they like about the current process and by offering suggestions for improvement.

The Adolescent Program and the Bureau of Organizational Learning and Quality Improvement (BOLQI) have started discussions about ways to gather input and data from youth as stakeholders in the areas of Community Responsiveness and Service Array. This will be done in the form of a focus group that will at a New Hampshire Youth Voices Advisory board meeting or at the upcoming DCYF Teen Conference later this summer.

The DCYF Teen Conference has always been led by the Youth Advisory Board in terms of theme, workshops and facilitation. This past year two former youth in care were added as voting members of the teen conference committee. They were able to have their voices heard regarding the venue and the budget for the very first time.

Through the aforementioned [Public Achievement Program](#), youth at Sununu Youth Services Center have been able to provide direct input to the SYSC management on ways to improve the youth experience at the facility. This has included recommendations on menu changes and increasing off campus educational opportunities.

On May 25, 2016, the Adolescent Program met with the independent living coordinators of nine residential treatment facilities. The purpose was to start an ongoing conversation about how to best work together to meet the independent living needs of DCYF youth living in congregate care. Topics for this initial meeting included working together to maximize youth engagement in the annual DCYF Teen Conference, determining the best way to deliver the newly revised New Hampshire Teen Responsibility and Independent Living Skills curriculum and a brief presentation on National Youth in Transition data. Future meetings will occur quarterly and will include a time for networking and resource along with the hot topics of the moment.

For the past year and a half the DCYF Adolescent Program has been working with the [Department for Vocational Rehabilitation](#) (VR) to maximize services for youth in care. This has included trainings of DCYF youth and staff regarding vocational rehabilitation services as well as the DCYF Adolescent Program Specialist completing an informational video on Adolescent Program services to be used by the Department for Vocational Rehabilitation. In addition, the Department for Vocational Rehabilitation has created a streamlined referral system for youth at the Sununu Youth Services that allows all referrals to be processed through one office. This will help with efficiency as well as ensure that the referral process is started prior to youth leaving the facility.

A major part of the ongoing discussion has focused on the new the Department for Vocational Rehabilitation model of service delivery known as Pre-employment Transition Services or PETS. Through this approach youth will be able to be served in groups as well as on an individual basis. The Department for Vocational Rehabilitation has contracted out these services and contractors will be required to provide them to youth in residential care as well as at the Sununu Youth Services Center. DCYF will continue to work closely with the Department for Vocational Rehabilitation to ensure that youth receive PETS.

The Division for Children, Youth and Families has continued an ongoing partnership with the New Hampshire Higher Education Assistance Foundation (NHHEAF) in order to support youth going onto college or to a career training school. New Hampshire Higher Education Assistance Foundation is a statewide agency devoted to helping parents and their aspiring college students navigate the college selection, admissions and financial aid process. This has included the following on a yearly basis:

- **File-A-FAFSA nights:** Youth and caregivers received personalized instruction and guidance enabling them to successfully complete their FAFSA while at the training. This also included completing Education and Training Vouchers (ETV) and Tuition Waiver applications when applicable.
- **College Overview Presentations:** Overview of the college selection, admissions and financial aid process including the ETV program and the Tuition Waiver for Foster and Adopted Children program for youth and caregivers. These presentations have also occurred regularly at the Sununu Youth Services Center (SYSC).

- **Individual Meetings:** Current and former youth in care are connected with a New Hampshire Higher Education Assistance Foundation college counselor to get individualized attention regarding their college plans. This includes regular meetings with youth at Sununu Youth Services Center.
- iamcollegebound.org - An interactive website through which youth can earn prizes while learning about college resources.
- **Division for Children, Youth and Families' Teen Conference:** In August 2015, New Hampshire Higher Education Assistance Foundation conducted two workshops at the DCYF Teen Conference. One workshop focused on the college selection, admissions and financial aid process and the other centered on selecting and pursuing a career path.

Homelessness Prevention

The homeless youth provider supported by (Runaway and Homeless Youth Act) funds in New Hampshire is Child and Family Services (CFS). CFS offers an array of homeless prevention and assistance programs including street outreach, a drop in center and a Transitional Living Program (TLP) for homeless youth as well as those who are pregnant or parenting. New Hampshire DCYF has continued to collaborate with CFS this past year. This has included making referrals to their Transitional Living Program on an as needed basis. DCYF also continues to make referrals to the Nashua Children's Home Transitional Living Program as well. Child and Family Services and the Nashua TLP will again be invited to promote their programs to current youth in care and caregivers at the annual teen conference. At the Sununu Youth Services Center in particular Child and Family Services is now coming in quarterly to meet with interested residents who will be leaving care at eighteen years old.

The Adolescent Program has been having discussions with the Child and Family Services Program Director as to how are two agencies can work better together to prevent homelessness. On May 25, 2016, the Program Director presented all of her agencies services to the DCYF Adolescent Workers and also agreed to share information regarding apartments and rooming houses that may be a suitable option for youth that are homelessness or soon to be homeless and unable to get into the Transitional Living Programs.

This past year, the Adolescent Program became an active member of the Education Subcommittee that is part of the efforts of the Bureau of Homeless and Housing Services to address housing issues of youth in secondary or post-secondary education. Through membership on this committee DCYF has been able to learn about additional resources and pass that information onto DCYF staff.

The Division for Children, Youth and Families has continued to be an active participant of the New Hampshire Teen Task Force, a group of federal and local partners that includes representatives from the Homeless Liaisons, the Child and Family Services Transitional Living Program, the New Hampshire Department of Education and other stakeholders. The task force's

mission is to “End youth homelessness by promoting safety, well-being, permanency, life-long connections, and self-sufficiency.” The group continues to work on aligning local and state resources to support homeless youth.

Pregnancy Prevention

The Family and Youth Service Bureau (FYSB) funded agency in New Hampshire dedicated to adolescent pregnancy prevention is the Personal Responsibility Education Program (PREP). After an analysis of the teen birthrate in New Hampshire showed that the areas with the highest rates were Manchester and Claremont, two organizations in those areas Child Health Services/Manchester Community Health Center and Good Beginnings (Claremont) received grant funds to address this issue. The strategy currently being employed is a high school based program for girls that occurs after school hours and utilizes an evidenced-based curriculum known as FOCUS. From 2011-2015 the Manchester site has had twenty-three DCYF Juvenile Justice involved youth and five foster care youth participate in the program. The Claremont site which is called SHINE did not ask that question pertaining to Division involvement. The DCYF Adolescent Program and PREP have decided to partner in order to increase the participation of Child Protection and Juvenile Justice involved youth in PREP programs and services.

This collaboration has included:

- The Claremont site (SHINE) will start asking participants if they are DCYF involved so participation of Child Protective and Juvenile Justice youth can be tracked accurately.
- Child Health Services/Manchester Community Health Center will have a resource table at the upcoming DCYF Teen Conference on August 11, 2016.
- The SHINE Facebook page and the Child Health Services Facebook page are now liked by the New Hampshire Youth Voices Facebook page so that current and former youth using the Youth Voices Facebook page will now have greater awareness of these services.
- The DCYF Adolescent Program Specialist contacted the directors of two group homes near the PREP program sites and explained the program and how it may benefit DCYF involved youth. The directors will be talking to the individuals who run the programs and exploring the possibility of having the FOCUS class done at the group homes.

This collaboration will include:

- Promoting the FOCUS class to foster care youth that attend high school in the Claremont and Manchester areas, to maximize participation among DCYF foster care youth.

- Adding resource information on Adolescent pregnancy prevention into the New Hampshire Teen Responsibility and Independent Living Skills curriculum.

Human Trafficking

POLICY UPDATE

On June 26, 2015, the Administration on Children, Youth and Families released Program Instruction ACYF-CB-PI-15-07 with regards to the enactment of certain provisions in the Preventing Sex Trafficking and Strengthening Families Act effective September 29, 2015. In preparation the Division for Children, Youth and Families created two new policies and revised twelve additional policies to meet the changes required by the Preventing Sex Trafficking and Strengthening Families Act. The Division for Children, Youth and Families completed the 124 page Title IV-E State Plan preprint provided with the Program Instruction and submitted the complete Title IV-E State Plan preprint with 102 supporting documents to the Regional Program Office for the Administration on Children and Families on September 28, 2015.

COLLABORATION WITH OTHER AGENCIES AND FUTURE POLICY IMPLICATIONS

The Division for Children, Youth and Families is collaborating in a multidisciplinary effort to meet the expected Program Instructions that will be forthcoming for the Preventing Sex Trafficking and Strengthening Families Act (PL 113-183). The New Hampshire Attorney General's Office, the Judicial Branch's Court Improvement Staff, and stakeholder programs have been instrumental in initiating changes to protocols used amongst the New Hampshire agencies to affect some of the systemic changes. Among these systemic changes, a guidebook has been developed to facilitate the statewide response to combat human trafficking by law enforcement agencies, the Division for Children, Youth and Families, community victim assistance organizations, and other key stakeholders in New Hampshire communities.

Staff representative of Juvenile Justice and Child Protection have met with the Program Managers and the Office of Information Systems to define Business Requirements and the Functional Design that will be the basis for a new client-based feature in the Statewide Automated Child Welfare Information System, Bridges. A new screen will be embedded in the current process to document episode specific information relative to victims of Human Trafficking for reporting through the Adoption and Foster Care Analysis and Reporting System and the National Child Abuse and Neglect Data System. Finalization of this new feature is anticipated in the Fall 2016. Until then, the Division is manually tracking the data.

Staff in the Bureau of Administrative Operations have engaged Child Protective and Juvenile Justice Services staff in defining practices for reporting staff activities in the Random Moment Sampling system for Title IV-E Administrative Claiming. This process has included informed discussion on how the Division will define when a worker is working with an individual who is at risk of being a victim of Human Trafficking.

The Division played a major role in coordinating the New Hampshire Human Trafficking Task Force which initiated on June 18, 2015. The mission of the Task Force is to develop and implement a coordinated and collaborative, victim-centered, trauma-informed multidisciplinary response to human trafficking in New Hampshire. Included on the Task Force are partners from the Attorney General's office, community outreach organizations, faith-based organizations, Governor's Council on Substance Abuse, service providers, New Hampshire Coalition against Sexual and Domestic Violence, US Attorney's Office, a representative from the State Legislature, Homeland Security, Child Advocacy Centers, and the Department of Education.

TRAINING UPDATE

Since the November 2014 Human Trafficking Symposium, the Division has been working in collaboration with many partners across the state to provide staff with access to trainings around this topic addressing various perspectives on Human Trafficking. These trainings include the online training video series entitled the *Faces of Human Trafficking* offered through the Office for Victims of Crime; the Attorney General's Conference on Abuse and Neglect and Domestic and Sexual Violence with the workshop, *Overcoming Intimidation: The Keystone of Human Trafficking* with presenters Christa "Jane" Anderson, JD, Viktoria Kristiansson, JD (workshop description: Intimidation, or the "threat or use of force or other forms of coercion," is the keystone of human trafficking. Traffickers rely on intimidation to prevent victims from reporting and ultimately participating in the justice process by exploiting their vulnerabilities (e.g., immigration status, history of abuse, addiction, homelessness, economic status, and/or victims' participation in illegal activity, which usually means prostitution). As a result of this methodical exploitation and intimidation, victims may not self-identify and may even appear uncooperative during the investigation and prosecution of their traffickers. Overcoming these challenges, maintaining victim safety, and achieving justice in these cases is contingent upon collaboration between criminal justice professionals and the community-based programs that provide services to victims.

This presentation is designed to raise awareness, for prosecutors and other criminal justice professionals, about the dynamics and indicators of human trafficking as well as intimidation, and will challenge participants to re-evaluate their approach to detecting and prosecuting these crimes. The presentation will explore the complex issues faced by prosecutors in identifying, investigating, and prosecuting human trafficking and intimidation while balancing offender accountability with the impact of criminal prosecution on victims); a specialized supervisor training called: *Reporting Crimes to Law Enforcement – A Collaborative Approach*, (workshop description: To ensure the consistent reporting of child abuse related crimes to law enforcement, this presentation will define what a crime is for participants and review the most common criminal statutes that DCYF and law enforcement encounter when conducting joint assessment/investigations. Through the use of case examples, this presentation will clarify for participants which crimes should be reported to law enforcement and what information law enforcement needs from DCYF to initiate a criminal investigation.); and an offering that includes information for caregivers titled *Youth Safety in the Age of Technology* (training

description: Children and youth involved with Child Protective or Juvenile Justice Services can be at particular risk for Internet victimization including cyber bullying, online harassment, exposure to inappropriate materials, and phishing. This training presents to staff and caregivers working with children in placement the heightened vulnerability of Internet usage and prepares them with the skills and techniques necessary to effectively incorporate safe strategies regarding computer usage. Social networking sites such as *Facebook* and *MySpace* are explored in order to support effective communication with and between teens and family members and to protect youth from unwanted contact).

As part of the collaboration with the workgroup, the Division is reaching out to the Capacity Building Center for States to assist in taking their curriculum outline *Child Welfare Response to Child and Youth Sex Trafficking* and making it relevant for use in New Hampshire with New Hampshire Statutes and resources for staff and possibly stakeholders for consistency in message.

To raise awareness among youth in care about Human Trafficking and what to look out for, the Division is working with Granite State College to include a section on it in the revamped New Hampshire Trails independent living skills curriculum. This includes examples of Human Trafficking, warning signs, ways to protect yourself, and additional resources. This curriculum will be offered to all youth in the Division's care who are between fourteen and twenty-one years of age.

To improve caregiver response to potential victims of Human Trafficking, the Division is working with Granite State College to develop a curriculum for foster/adoptive parents and residential placement facilities.

The following is a list of priorities that the Division needs to focus on as a state:

- Identify victims of all types of trafficking through coordinated training, public awareness and outreach, and trauma-informed screening and interview techniques;
- Ensure a comprehensive array of services are readily available to meet individualized needs of all victims;
- Prevention and education: prepare vulnerable groups of youth to better protect themselves from potential traffickers and to identify risky situations;
- Develop a multidisciplinary case staffing and referrals when youth have been trafficked (utilizing a model similar to Child Advocacy Center); and
- Develop placement, treatment options for child victims of human trafficking (trauma-informed, evidence-based).

Chafee Foster Care Independence Program (CFCIP) Training

Training conducted in State Fiscal Year 2016 and planned for State Fiscal Year 2017:

In support of the goals and objectives of the Chafee Foster Care Independence Program and to help foster parents, relative guardians, adoptive parents, group home staff, and case managers understand and address issues confronting adolescents preparing for independent living:

- **Adult Living Preparation:** On August 6, 2015, at the DCYF Teen Conference, there were six different workshops offered to current youth in care. Workshop topics included Dangerous Relationships; Getting a Financial Life; Choosing the right Career; Getting a Job, Getting Solid-A Young Person's Guide to Permanency and Get Educated About Going to College. In addition to the workshops there was a large scale life simulation game called Independence City designed to teach participants independent living skills. **Will be provided in State Fiscal Year 2017.**
- **The Adolescent Tool Box:** This training for newly hired staff was provided on May 9, 2015 and October 7, 2015. The training provides an overview of the challenges facing youth who age out of care, the importance of permanency, establishing a relationship with youth and an overview of the Division's Adolescent Program and available resources. A former youth in care was the co-trainer and also added insight into how to establish a youth's trust, how to motivate them and how to use a positive youth development approach and how to connect and plan a teen despite resistance. **Will be provided in State Fiscal Year 2017.**
- **National Youth in Transition Database (NYTD):** Overview of NYTD including purpose and requirements for both the served, baseline and follow-up populations. Provided to newly hired Juvenile Justice and Sununu Youth Services Center staff on November 16, 2015 and May 20, 2016. **Will be provided in State Fiscal Year 2017.**
- **National Youth in Transition Database:** Refresher trainings on follow-up population requirements. Provided to supervisors as needed during monthly leadership meetings. **Will be provided again in State Fiscal Year 2017 as needed.**
- **Youth Thrive:** A three day interactive training that blends the most current neuroscience and trauma research with what is known about youth resiliency, and helps workers use that knowledge to connect with young people in ways that promote healing. This training was provided to DCYF Adolescent Workers along with other DCYF staff and agency providers September 9-11, 2015 and March 1-3, 2016. It was also presented as a two-hour workshop at the Annual DCYF Conference on April 15, 2016. **Additional training may be provided in SFY 2017.**
- **New Hampshire Teen Responsibility and Independent Living Skills (TRAILS) training for staff:** Updated the DCYF Adolescent Workers on the changes in the New

Hampshire TRAILS curriculum as well as the various delivery options being considered for the curriculum going forward. Training was provided on March 23, 2016.

- **APPLA Protocol Training:** A statewide training for Child Protective Service Workers (CPSWs), Child Protective Supervisors, DCYF attorneys, Court-Appointed Special Advocates (CASA), workers, and judges to implement the new APPLA protocols. Juvenile Justice staff attended to become familiarized with the concepts behind the protocols that would be useful for their permanency practices. Training was provided on October 30, 2015. **Additional trainings will be provided in State Fiscal Year 2017.**
- **Going to College:** All trainings were conducted by New Hampshire Higher Education Assistance Foundation and offered to district offices. **Will also be offered, as needed, in State Fiscal Year 2017.**
 - **File-A-FAFSA nights:** Provided at the Manchester District Office. Youth attendees received personalized instruction and guidance enabling them to successfully complete their FAFSA while at the training.
 - **College Overview Presentation:** Provided at the Manchester District Office. Reviewed the college selection, admissions and financial aid process for youth and their caregivers. Also offered on a regular basis at the Sununu Youth Services Center.
- **Granite State College (GSC):** Granite State College is contracted to provide training to foster parents, adoptive parents, group homes, and Division staff and is supported by training funds provided under the Title IV-E Foster Care Adoption and Assistance program. Granite State College conducted numerous trainings for caregivers and staff working with adolescents. The primary training regarding adult living preparation is the aforementioned New Hampshire TRAILS program. Granite State College will continue to provide other specialized trainings that focus on work with adolescents in care. They are offered on an as needed basis and include:
 - **Normalcy for Children and Youth in Care:** a six-hour class that examines normalcy for youth in out-of-home care. Participants are exposed to innovative ways of thinking and explore ways to think creatively when providing normalcy. Participants will also learn about current technology and how to help kids in their care navigate the cyber world.
 - **Youth Safety in the Age of Technology:** a twelve-hour class that provides the knowledge and skills needed to protect children, youth, and adults from online risks when using the Internet. Participants learn how to safely access the web by using common Internet tools such as browsers, email and instant messaging.

- **Transitions in Adolescent Development:** a six-hour class that explores theories of adolescent development within the domains of emotional, physical, cognitive, social, spiritual and sexual. Influences on development such as issues of attachment, the media, communication skills, and relationships are considered.
- **Lifelong Connections:** a three-hour class that explores children's needs for lifelong connections. The importance of contacts and visitations for the child and family and the effects of multiple loyalties on the daily lives of children are examined. Granite State College will continue to offer trainings like these in State Fiscal Year 2016.
- **Youth Panels:** Granite State College continued the FACES (Foster and Adoptive Care EssentialS) training in 2015-2016. The Foster and Adoptive Care EssentialS graduation has traditionally included a panel of current and former youth in care who have talked about their experiences and have given suggestions to the new foster and adoptive parents regarding caring for youth.
- **Youth Action Pool:** This past year Youth Action Pool (YAP) members were moderators at the DCYF Conference, co trained workshops at the Teen Conference and conducted a workshop at Plymouth State University. A Youth Action Pool member continues to be on the training staff for Education and Training Partnership at Granite State College, the agency that provides trainings to foster parents, residential staff and relative caregivers. **Youth Action Pool members will continue to be trained and provide trainings in State Fiscal Year 2017, as needed.**

Additional Trainings to be conducted in FY 2017:

- Working with developmentally delayed youth and/or those have severe mental health issues;
- Ensuring youth receive appropriate transitional living skills prior to graduation; and
- Working with Lesbian, Gay Bisexual, Transgender, and Questioning youth.

CONSULTATION WITH TRIBES

In regards to consultation with Indian Tribes, New Hampshire currently has no federally or state recognized Indian tribes. Benefits through the Education and Training Voucher program are available to Indian children on the same basis as they are available to other children in the state. The identification and verification of all children's ethnicity, including "American Indian/Alaska Native" is established, if at all possible, during the Division's initial family contacts in the course of the Assessment phase. Youth with tribal connections are able to access the same level of benefits and services as those available to any and all other youth in the state.

EDUCATION AND TRAINING VOUCHER (ETV) PROGRAM

The Tuition Waiver for Foster and Adopted Children Program has greatly enhanced the ability for youth in care to go on to college. The program provides up to twenty tuition and fee waivers per year to New Hampshire State Schools for youth formerly in out-of-home placement through the New Hampshire Division for Children, Youth and Families. Ten waiver slots are awarded to University of New Hampshire schools and ten are awarded to New Hampshire Community Colleges including Granite State College.

There were forty-three applicants, an increase from the year before. Slots were filled ensuring that whenever possible open waiver slots did not go unfilled. To support youth interested in learning more about the process for going to college, the New Hampshire Higher Education Assistance Foundation (NHHEAF), Center for College Planning, offered regional as well as in office trainings to foster care youth and their caregivers focused on the college admissions, application and financial aid process.

Going forward the New Hampshire Division for Children, Youth and Families and the University and Community College Systems of New Hampshire will continue their collaborative work to support and maximize the Tuition for Foster and Adopted Children Program. This will include working closely with New Hampshire colleges and universities to find ways to expedite the waiver notification process and to ensure that each tuition waiver applicant completes all of the required application and verification forms.

Other efforts to strengthen the postsecondary educational assistance program to achieve the purpose of the Education and Training Voucher program:

- Continuing the expansion of Education and Training Voucher eligibility, to include youth who left state care after turning sixteen years old for relative guardianship.
- Continuing to disseminate Aftercare Services brochures, which include Education and Training Voucher information, to youth, staff, and caregivers. This information is now available on the Adolescent Program page on the DCYF website and New Hampshire Youth Voices Facebook page along with eligibility and contact information.
- Including information about Education and Training Voucher in the Foster and Adoptive newsletter known as the *Connector* that is sent out quarterly to current and former foster and adoptive parents.

ANNUAL REPORTING OF EDUCATION AND TRAINING VOUCHERS AWARDED

(Attachment E)

Name of State: New Hampshire

	Total ETVs Awarded	Number of New ETVs
Final Number: 2014-2015 School Year (July 1, 2014 to June 30, 2015)	12	4*
2015-2016 School Year** (July 1, 2016 to June 30, 2016)	18	13

Comments:

* Upon further review it was learned that one of the youth recorded as a new Education and Training Voucher recipient for the 2014 school year had actually received it the prior year hence the change from five new Education and Training Voucher recipients down to four.

** In some cases this might be an estimated number since the APSR is due June 30, 2016.

Section 7: Monthly Caseworker Visits

During Federal Fiscal Year 2015, according to the Adoption and Foster Care Analysis and Reporting System (AFCARS), the New Hampshire Division for Children, Youth and Families sustained an overall percentage rate of 97.2 percent of visits made on a monthly basis by caseworkers to children in foster care and 97.5 percent of visits made to children in the residence of the child.

With the support of the Monthly Caseworker Visit Grant, laptops have been purchased for Child Protective and Juvenile Justice Field staff to further support these efficiencies across the state. Future spending of the Monthly Caseworker Visit Grant will depend on the continued need of these technological improvements and the needs of staff in order to best support their ability to conduct timely and effective caseworker visits.

Section 8: Adoption and Legal Guardianship Incentive Payments

During FFY 2015, the Division for Children, Youth and Families did not receive any Adoption Incentive Funds. Should funds become available; the Division will review its usage of the funds giving particular attention to the new statutory provisions outlined in “ACYF-CB-IM-14-03”, issued on October 23, 2014.

Section 9: Child Welfare Demonstration Activities

New Hampshire is not an applicable Title IV-E Child Welfare Demonstration State.

Section 10: Targeted Plans within CFSP

DISASTER PREPAREDNESS

During the Federal Fiscal Year 2015, the Division for Children, Youth and Families reviewed the training curriculums through the Federal Emergency Management Agency for Introduction to Exercises, the National Response Framework and the National Incident Management System. The Division has used this lens to redefine how the Division looks at exercises with various bureaus around Disaster Preparedness and to build on proposed content for the Division's Disaster Response Plan. The Division's Disaster Response Plan is sent as a separate attachment to this report.

In August 2015, the Division for Children, Youth and Families partnered with the Child Care Licensing Unit to present a tabletop workshop to Residential Treatment Programs, facilitated by the Department of Safety, Division of Homeland Security and Emergency Management and the Department of Health and Human Services Emergency Services Unit. The Division's Sununu Youth Services Center participated in the exercise as a residential program along with representatives of seven community residential programs and two local emergency management directors from municipalities where the programs were located. The tabletop workshop tasked the participants with considering and organizing their order of operations using their existing emergency plans and in light of a scenario which progressed through multiple phases of response. The outcome of the workshop reinforced with each of the agencies, areas in their respective plans that could be expanded to provide staff with greater clarity in the event of a catastrophic incident.

The Department of Health and Human Services in collaboration with the Department of Safety facilitated training in September 2015 on "Safety in the Workplace." This training, attended by Division for Children, Youth and Families' Administrators and Supervisors, reinforced the importance to staff of situational awareness and establishing relationships with local law enforcement organizations. The participants were directed to their disaster response plans and informed of the importance of maintaining up-to-date phone trees to support effective communication in an incident.

In September 2015, several members of the Division for Children, Youth and Families' Administration attended and participated in a Cyber-Disaster Recovery Tabletop facilitated by the Department of Health and Human Services' Office of Information Services. The Tabletop considered a scenario of a cyber-attack on one of the Department of Health and Human Services' most widely used information systems and the impact that agencies would feel if their entire network and all systems needed to be shut down. The Division for Children, Youth and Families

identified in the tabletop that the Bureau of Administrative Operations was in need of greater procedural support for the fiscal aspects of determining eligibility and processing of payments.

The Bureau of Administrative Operations undertook weekly tabletop meetings from October 2015 through January 2016 to pull together key personnel and supervisory staff in troubleshooting various hypothetical scenarios involving three out of four information systems that are integral to the bureau's functionality. These tabletops produced a procedural workflow, new data reports and administrative processes to consistently back-up information and tools in the event of a cyber-disaster. A key function that has been identified is the need to verify that as systems are reinstated the integrity of data within them is monitored to assure that system interfaces resume and all data is accurate. The meetings are scheduled to resume in June 2016 to identify the remaining procedures for the fourth information system.

In January 2016 the Division for Children, Youth and Families joined collaboration with the Department of Health and Human Services' Emergency Services Unit to develop a statewide plan for reunification, inclusive of children, adults and pets. The State Reunification Services Workgroup has met monthly during 2016 to develop a matrix of all agencies that have a role in reunification and the tasks that each agency will perform in support of shelter activation where reunification services are needed. A preliminary process has been mapped for the identification of children separated from parents and the process for screening to identify parents before releasing children within the shelter.

In February 2016 the Department of Health and Human Services set the standard that all staff attends the two-hour Civilian Response to Active Shooter Events (CRASE) training, a nationally recognized training program designed to help attendees to more quickly take action during an active shooter event. The Division for Children, Youth and Families has supported all staff in attending the training and took steps to facilitate sessions of the training at the Sununu Youth Services Center. The Department of Safety, Division of Homeland Security and Emergency Management (HSEM) has conducted Civilian Response to Active Shooter Events trainings in each region of the state, during which participants have been presented with strategies to develop situational awareness, mental planning and a common sense approach to surviving such an event.

In addition, the Division for Children, Youth and Families recognizes the incidental or cumulative critical incident stress experienced by staff. Through its ongoing commitment to ensure the long-term emotional health of its staff, the Division is in the process of implementing a Peer Support Team. The service/program is voluntary and can be mobilized in the event of a disaster. Division staff serving as members of the Peer Support Team receive training and consultation in providing confidential staff assistance via education, support, and referral services.

CHILD CARE

In early Spring 2016, the Division for Children, Youth and Families' Child Development Bureau partnered with the Child Care Licensing Unit to apply for a grant with the Department of Safety,

Division of Homeland Security and Emergency Management. The State of New Hampshire is currently reviewing the proposed grant for fiscal implications. The grant will provide for a funded position to facilitate emergency planning with the Department of Health and Human Services and child care providers.

REMOTE ACCESS

In May 2016 the Department of Health and Human Services underwent a transition to move all staff to the Microsoft Outlook email program. This change has enabled staff to be able to access email and calendars from alternative locations that are outside of the Department network through the web-based Outlook Exchange. The implications of the move will greater support the ability of staff to remotely access information and communicate in a disaster.

SUPPORTING DOCUMENTATION

Sent as separate attachments:

- Foster and Adoptive Parent Recruitment Plan;
- Health Care Oversight and Coordination Plan;
- Disaster Plan;
- Child Abuse Prevention and Treatment Act (CAPTA) Plan; and
- Training Plan & Grids.

Section 11: Financial Information

PAYMENT LIMITATIONS – TITLE IV-B, SUBPART 1

In Fiscal Year 2005, the State expended no Title IV-B Subpart 1 or non-federal funds for child care, foster care maintenance or adoption assistance payments.

PAYMENT LIMITATIONS – TITLE IV-B, SUBPART 2

The New Hampshire state and local share of spending in 1992 for Title IV-B, Subpart 2 programs was \$300,000. In State Fiscal Year 2014 \$474,436.14 was outlaid by state and local resources for the purpose of supporting Title IV-B activities. This quantity was greater than the Fiscal Year 1992 base amount of \$300,000.

Division for Children, Youth and Families Child and Family Services Plan Acronym List June 2016

ACF: Administration for Children and Families

APPLA: Another Planned Permanent Living Arrangement

APSR: Annual Progress and Services Report

BOLQI: Bureau of Organizational Learning and Quality Improvement

BTBP: Better Together with Birth Parents

CAC: Child Advocacy Center

CAPTA: Child Abuse Prevention and Treatment Act

CASA: Court Appointed Special Advocate

CBCAP: Community-Based Child Abuse Prevention

CFBI: Community and Faith-Based Initiative

CFSP: Child and Family Services Plan

CFSS: Comprehensive Family Support Services

CIP: Court Improvement Project

COT: Caregiver Ongoing Training

CPE: Center for Professional Excellence

CPS: Child Protective Services

CPSW: Child Protective Service Worker

CQI: Continuous Quality Improvement

DCYF: Division for Children, Youth and Families

DHHS: Department of Health and Human Services

E&TP: Education and Training Partnership

FACES: Foster and Adoptive Care Essentials

FAIR: Family Assessment and Inclusive Reunification

HVNH: Home Visiting New Hampshire

ISO: Individual Service Option

JJS: Juvenile Justice Services

JPPO: Juvenile Probation and Parole Officer

LADC: Licensed Alcohol and Drug Counselor

NHAPP: New Hampshire Adoption Preparation and Preservation Project

NHCT: New Hampshire Children's Trust

NHFAPA: New Hampshire Foster and Adoptive Parent Association

NHIA: New Hampshire Integrated Assessment

NYTD: National Youth in Transition Database

OSRI: On-Site Review Instrument

PbS: Performance-based Standards

PFC: Partners for Change

PII: Practice Improvement Initiative

PREA: Prison Rape Elimination Act

PSSF: Promoting Safe and Stable Families

QA: Quality Assurance

RCCT: Residential Counselor Core Training

ROM: Results Oriented Management

SACWIS: Statewide Automated Child Welfare Information System

SAFE: Structured Analysis Family Evaluation

SAVRY: Structured Assessment of Violence Risk in Youth

SBC: Solution Based Casework

SBFM: Solution Based Family Meeting

SYSC: Sununu Youth Services Center

UNH: University of New Hampshire

YC: Youth Counselor